SUSTAINABILITY REPORT **2025**

deSter
a gategroup member

Creating **sustainable** food and travel experiences

ABOUT THIS REPORT

Name of the organization
deSter

Location of headquarters
Registered head office:
Gelmelstraat 96,
2320 Hoogstraten, Belgium

Scope of consolidation
This report covers the deSter Group, a virtual group that encompasses all deSter entities. (A full list of entities can be found on the last page of this report.)

Several of these entities report separately to our parent company, gategroup. We do not produce a consolidated financial report for the deSter Group, as consolidated financial reporting is conducted at the level of our parent company, gategroup.

As a Switzerland-based organization with significant operations in the European Union, gategroup is required to report sustainability data in accordance with the EU's Corporate Sustainability Reporting Directive (CSRD). This makes separate external reporting for gategroup's EU entities, including deSter entities, redundant.

deSter has made a strategic decision to report voluntarily at the deSter Group level, following ESRS standards. Our ESG strategy – embodied in our PeoplePlanetProduct initiative – as well as our double materiality assessment and sustainability KPIs, are implemented at the deSter Group level. We aim to meet as many CSRD reporting requirements as possible. In 2024, we began aligning our KPIs with the VSME standards to better prioritize the most impactful metrics.

Publication date:
July 28, 2026
Version: 1, July 30, 2026

This sustainability report can be viewed online at www.dester.com/sustainability, where we also share previous annual sustainability reports, our full double materiality assessment, and important ESG related policies.

Reporting period:
January 1 – December 31, 2025

All figures and percentages in this report have been rounded in accordance with standard rounding conventions. As a result, percentages shown in charts and tables may not always total exactly 100%.

External audit
Our full greenhouse gas emissions data (scopes 1, 2, and 3), reported in accordance with the GHG Protocol, has been externally audited by DQS.

At this stage, no external verification has been conducted for other reported metrics or ESRS data.

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Financial statements 2025
Financial statements are not included in the scope of this report.

Consolidated financial reporting is conducted at the parent company level by gategroup, not at the deSter Group level.

gategroup's financial statements can be accessed here: https://www.gategroup.com/corporate-affairs/mandatory-reporting/.

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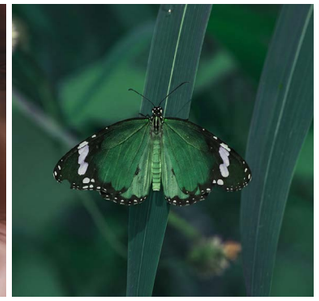
Creating **sustainable**
food and travel experiences

CONTENT



INTRODUCTION

BACK TO CONTENTS

Stef Van de Perre
President and Managing Director deSter

MESSAGE FROM OUR PRESIDENT

The past year has been one of transformation and resilience. Throughout 2025, both within our organization and in the world around us, we adapted to new realities, changing expectations and an increasingly dynamic business environment. Through it all, one thing has not changed: sustainability has remained central to our strategy and our future.

Looking back on the year, I am particularly encouraged by how sustainability has become part of the way we work every day. It is no longer just a set of ambitions or targets. It increasingly shapes the decisions we make, how we manage our business and how we work together.

Our people have played a key role in that progress. This was a year marked by continuous change, and periods of change inevitably bring uncertainty. Yet throughout the year, I have seen a strong sense of commitment and ownership across our teams. Stable retention levels reflect the confidence our people continue to have in deSter and our long-term direction. We have continued investing in development, safety, well-being, and Diversity, Equity and Inclusion, because I believe creating an environment where people feel valued, supported, and able to grow remains essential to who we are.

The same commitment can be seen in our product portfolio. Together with our customers, we are accelerating the transition to more sustainable solutions. We continue to invest in our manufacturing capabilities to support the growing demand for paper-based concepts and reusable systems across the airline, event and foodservice sectors. Sustainability increasingly influences how we design, produce and deliver our products, helping customers advance their own sustainability goals. We have also taken important steps to reduce our environmental impact. With environmental management systems now embedded across all our sites, sustainability is increasingly owned at the local level. We have continued to improve our approach to waste, water and chemicals, while investing in renewable energy and operational efficiency.

Recent milestones include the implementation of solar power at our Prachinburi facility and the approval of a major solar project in Hoogstraten. Together with our circular economy initiatives and strong partnerships across the value chain, these efforts have enabled us to reduce greenhouse gas emissions by 58% compared with 2019. This is an achievement we are proud of, demonstrating that growth and lower emissions can go hand in hand.

We also strengthened the governance that supports our sustainability ambitions. The introduction of regional Business Risk & Compliance Committees has created a more structured approach to risk and compliance management across our operations. In addition, we established a framework to better understand how geopolitical developments may affect our supply chains, markets and customer relationships. Just as importantly, sustainability is now embedded in mandatory ESG objectives across the organization, reinforcing our belief that progress depends on all of us.

The changes we made in 2025 have strengthened deSter in many ways. They have made us better prepared for future regulations and evolving market expectations, more resilient through stronger processes and partnerships, more attractive to customers, employees and partners, and ultimately better positioned for long-term growth.

Sustainability is not simply about meeting expectations. It is about building a stronger business that is ready for the future. I am proud of the progress we made and confident that together we will continue making that vision a reality.

Stef Van de Perre
President and Managing Director deSter

deSter at a glance

Creating sustainable food and travel experiences

Innovator in foodservice, with a growing customer base

Market leader in travel industry, offering full-service solutions for all major airlines

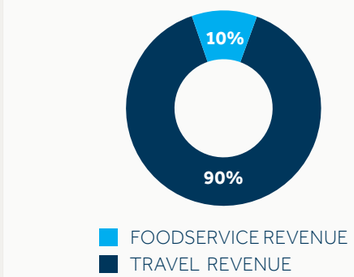
Sustainable food packaging and serviceware

deStudio

In-house design and development

50-year heritage in global in-house manufacturing, with a strong partner network

1,000+
employees worldwide representing **42+ nationalities**



CHF 356 MILLION
REVENUE 2025

Manufacturing

29% SALES

Equipment management

43% SALES

Trading

28% SALES

"THINK GLOBAL, **ACT LOCAL**"

deSter manufacturing

deSter offices

LIMA	ANTWERP	BARCELONA	PRACHINBURI	DUBAI
Ohio, USA	*Belgium*	*Spain*	*Thailand*	*UAE*
20,000sqm	138,000sqm *(Hoogstraten)*	20,000sqm	75,000sqm	Manufacturing partner

#PeoplePlanetProduct

REPORT SUMMARY

IN SUMMARY

SUSTAINABILITY IN **2025**

We know not everyone will read 200 pages about our sustainability journey.

That's why we've brought together the key takeaways in one place. This summary highlights our biggest achievements in 2025, the areas where we still need to improve and what lies ahead.

At deSter, sustainability is about creating long-term value – for our customers, employees, business, supply chain partners and the communities around us. By embedding sustainability into our strategy, we strengthen our business while helping others achieve their own sustainability ambitions.

Looking ahead

This past year brought meaningful progress across all ESG themes. As we move forward, we will continue working toward our long-term goals while responding to new challenges and opportunities. By embedding sustainability into every part of our business, we aim to create lasting value across our supply chain.

GOVERNANCE

Embedding sustainability into how we operate

In 2025, sustainability became more deeply integrated into our governance, decision-making and business operations. We strengthened transparency, accountability and risk management, with continuing to reinforce high ethical standards.

2025 highlights

Further embedded ESG into leadership and decision-making

Strengthened product compliance

Enhanced ESG reporting and external assurance

Reinforced ethics compliance and internal controls

Achieved EcoVadis Platinum for second consecutive year

Upcoming advancements

Strengthen risk management in a rapidly changing environment

Keep pace with evolving (ESG) regulations

Continue embedding ESG ownership across the organization

PEOPLE

Building a stronger, safer and more inclusive workplace

Our people remain central to delivering our sustainability ambitions. In 2025, we continued investing in health, safety, learning and employee well-being while strengthening engagement across the organization.

2025 highlights

More than 1,000 employees globally

Voluntary turnover remained stable, suggesting continued employee confidence

50% of sites ISO 45001 certified

Continued improvement in safety performance

Conducted an average of 6.7 hours of training per employee

Organized well-being and community initiatives

Advanced our Diversity, Equity & Inclusion roadmap

Continued improving sustainable procurement practices

Upcoming advancements

Maintaining engagement during organizational change

Further strengthen safety culture across all sites

Refresh our well-being programs and training approach

PLANET

Turning environmental ambition into operational progress

Reducing our environmental impact remains a key priority. In 2025, we made measurable progress on several topics, including climate actions and waste, and further embedded environmental management in the operational sites.

2025 highlights

100% of manufacturing sites ISO 14001 certified

58% reduction in greenhouse gas emissions compared with 2019

72% of operational waste recycled

Increased use of renewable electricity, including a new solar installation in Prachinburi

Environmental performance improved across our sites, although progress toward targets was mixed

Upcoming advancements

Improve energy, water and pollution management across our sites

Continue reducing value chain emissions

Decoupling business growth from environmental impact

PRODUCT

Advancing circular solutions and customer value

Our products are key to deSter. In 2025, we continued accelerating the transition to more circular solutions through innovation, new materials and close collaboration with our customers.

2025 highlights

95% of packaging revenue from sustainable solutions (reusable, compostable, recyclable)

50% reduction in single-use plastics

Continued phase-out of high-impact materials (aluminum, polystyrene and PFAS)

Increased use of recycled materials, including rPET

FSC-certified material sales remained stable

All manufacturing sites BRCGS certified

Continued innovation in circular and customer-focused product solutions

Upcoming advancements

Respond to geopolitical pressures on supply chains

Prepare for evolving product regulations

Balancing sustainability ambitions with material cost and availability

SUSTAINABLE PRODUCT HIGHLIGHTS

Products are at the heart of deSter's business and sustainability strategy. Every solution we develop is designed with circularity in mind, helping customers reduce waste, extend product lifecycles and use resources more efficiently.

Our circularity design hierarchy guides every stage of development. Whenever possible, we prioritize reusable solutions, followed by compostable and recyclable alternatives. This approach helps us minimize environmental impact while balancing operational requirements and customer needs.

In 2025, we continued to expand our portfolio of reusable, closed-loop and fiber-based solutions. Working across R&D, design, engineering and product management, our teams develop products that combine sustainability with operational efficiency and exceptional user experience.

The following examples demonstrate how these principles translate into practical, scalable solutions for aviation and event catering.

REUSABLE AND CLOSED-LOOP PRODUCTS

Riyadh Air Economy & Business Class tableware

Riyadh Air's onboard tableware, co-developed with deSter, demonstrates how circular design can be seamlessly integrated into a new airline concept. Built around a fully reusable service system, the collection combines durable materials with an elegant design engineered for repeated use and closed-loop recycling.

The collection includes one of the aviation industry's first fully reusable plastic drinking glasses, alongside lightweight yet durable components optimized for operational efficiency. A clean, contemporary aesthetic creates a cohesive experience across cabins, demonstrating that sustainability and premium design can go hand in hand.

In Business Elite and Business Class, we elevated the concept through refined materials and thoughtful detailing inspired by Saudi culture. The end result blends premium hospitality, storytelling and circular design principles.

TUI's new long-haul Economy service concept

TUI's new long-haul Economy Class service concept, developed with deSter, combines sustainability, functionality and thoughtful design to create a new, comfortable inflight dining experience while reducing environmental impact. The concept's modular and reusable tableware minimizes material use and simplifies onboard operations.

A non-skid tray surface eliminates the need for liners, while a range of reusable components can be configured for multiple meal services. Where reuse is not yet feasible, a bagasse-based casserole provides a lower-impact alternative. Together, these innovations reduce waste, improve efficiency, and support local production in Belgium, helping lower transport-related emissions.

The result is a streamlined service concept that delivers a clean, organized and premium passenger experience.

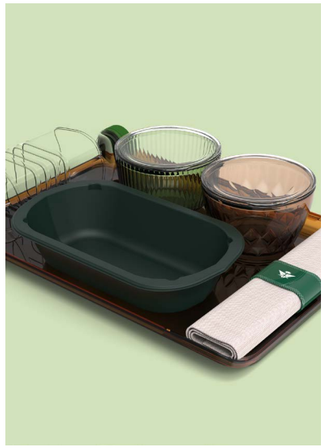
REPLAY: Advancing circular beverage solutions

REPLAY by deSter is a reusable cup system, designed for large-scale circular beverage service. As a scalable alternative to single-use cups, it continues to expand across high-volume events and venues, including Tomorrowlandw, RSC Anderlecht, Royal Antwerp FC, Edgbaston Stadium and KVC Westerlo (in partnership with Cupnation).

Produced locally in Belgium, the system replaces disposable cups through a reuse model encompassing collection, washing and redistribution. In 2025, deployment expanded beyond flagship events to a broader range of venues and partnerships, demonstrating the system's scalability and versatility.

Designed for repeated use, the stackable cups maintain their quality over multiple cycles, while optional RFID or QR-code tracking improves return rates, operational efficiency and circular performance.

REUSABLE AND CLOSED-LOOP PRODUCTS



Saudia: A hybrid tableware solution

Saudia's new tableware collection, co-developed with deSter, celebrates Saudi heritage through a contemporary design that balances elegance, functionality and sustainability.

In Economy Class, a hybrid service concept combines durable reusable components with carefully designed single-use items, all unified by a cohesive aesthetic inspired by Saudi culture. A distinctive transparent tray creates a striking visual effect, while thoughtfully designed casseroles and lids reinforce the design language across cabins.

In Business Class, the concept is further elevated with additional service elements, including a signature date basket that pays tribute to Saudi hospitality traditions. Across both cabins, the collection combines cultural references with circular design principles and efficiency to bring "Great Saudi Hospitality" to life.

FORTA: Stronger, smarter paper cutlery

FORTA is deSter's next-generation compostable cutlery, developed as the evolution of our successful KAMI range.

Made in Belgium using patented technology, FORTA's optimized design delivers high performance using fewer materials. Produced from FSC-certified paper, FORTA is both compostable and recyclable, making it an ideal solution for airlines and foodservice providers seeking sustainable alternatives to single-use plastics.

Composed of just three paper layers, FORTA delivers excellent performance with a stronger handle, improved neck strength and deeper spoon bowl for enhanced usability. Its smooth finish further improves eating comfort. Lightweight, durable and locally produced, FORTA helps reduce emissions, improves operational efficiency and sets a new standard for sustainable disposable cutlery.

Lower-impact cup solutions

To help our customers reduce plastic use, deSter continues to expand its portfolio of lower-impact cup solutions.

Alongside Flustix-certified paper cups, a new generation of designs improves stackability and loading efficiency, reducing transport and storage impacts. In addition, increased local production of both paper and recycled PET cups further lowers emissions and helps ensure a reliable supply.

Together, these solutions provide practical, scalable pathways toward more circular inflight service systems.

Caroline Blomme
Director, Product & Client Strategy Premium Cabin, Hoogstraten

AWARDS AND RECOGNITION

These honors highlight deSter's continued leadership in innovation and sustainability, as well as our commitment to driving positive change across the travel and foodservice industries.

ESG Transparency Award

November 2025

For the second consecutive year, deSter received an ESG Transparency Award from EUPD Research. We also achieved the highest distinction, the Excellence Level, and were named a Leading Company. These honors underscore our pioneering role in transparent sustainability reporting and position deSter as a benchmark for companies of our size across Europe.

TravelPlus Airline Amenity Awards & Onboard Hospitality Awards

April 2025

The Lufthansa Children's Amenity Kit received the TravelPlus Airline Amenity Award and also won the top honor in the Best for Young Travellers – Amenities category at the Onboard Hospitality Awards, recognizing excellence in onboard design, comfort and passenger experience. Designed for young passengers traveling in First and Business Class cabins on international flights, the innovative amenity kit combines practicality with entertainment. Its water-repellent PVC drybag design transforms into a backpack and contains thoughtful travel essentials including socks, an eye mask and a toothbrush, alongside engaging activities such as a plush airplane, a story game, and a Lufthansa travel book. The reusable design helps keep young travelers comfortable and entertained inflight, while encouraging reuse beyond the journey.

PAX Readership Awards

April 2025

Both the Lufthansa First Class Amenity Kit and the Lufthansa Children's Amenity Kit were recognized at the PAX Readership Awards.The Lufthansa First Class Amenity Kit is crafted with premium vegan leather and nylon, reflecting Lufthansa's commitment to exceptional passenger experiences. Thoughtfully designed with sustainability in mind, it includes a bamboo toothbrush, luxury eye masks, soft socks, a wheat straw comb and skincare essentials. Finished in elegant navy blue and warm gray tones, the kit combines premium comfort with environmentally conscious design. Presented annually by *PAX International* and *PAX Tech* Magazine, the PAX Readership Awards recognize outstanding innovation across the inflight experience.

The Red Dot Design Award

June 2025

Following recognition as the Trendsetter of the Year by the Onboard Hospitality Awards in 2024, deSter received the prestigious Red Dot Award: Product Design for Etihad Airways' reusable Economy Class tableware in 2025. This reusable, closed-loop dining concept was recognized for enhancing the passenger experience while significantly reducing aviation waste. The trays, dishes, bowls and lids are fully reusable and made from recyclable plastic. At the end of their lifecycle, the items are collected, washed, ground down, and repurposed into new products. The collection is complemented by stainless steel cutlery, along with paper cups and bamboo stirrers.

ABOUT DESTER

BACK TO CONTENTS

Anke Luyckx
Payroll Officer & Human Resources Administrator, Hoogstraten

CREATING SUSTAINABLE FOOD & TRAVEL EXPERIENCES

A member of gategroup, deSter is a leading designer and provider of innovative, sustainable food packaging and serviceware solutions for the travel and foodservice industries. Drawing from decades of experience, we deliver bespoke, customer-centric and impactful innovations that showcase our passion for design and trends.

Founded as a general trading house in 1936, deSter began resin-based manufacturing in 1973, with the production of the humble (and now iconic) Belgian fries fork. Today, we are a leading supplier for all major airlines and steadily growing in the "on-the-ground" food packaging market. With over 1,000 employees and a dedicated global supply chain, our customers can rely on us.

Our value proposition:

Purposeful design inspired by human stories: We create beautiful, functional products that meet our customers' needs.

Smart concepts powered by innovation: As industry experts, we are well-positioned to drive innovation and offer smart solutions.

Peace of mind through responsible action: We are a trusted partner to our customers, suppliers and employees, demonstrating a commitment to sustainability through our PeoplePlanetProduct strategy.

DESTER OVER THE YEARS

For 90 years, deSter has consistently adapted to industry changes and set new standards. Today, our approach highlights our goal: leading the travel industry in sustainability and expanding our market share in the foodservice sector. By continuously improving our ESG performance, championing sustainable design and innovation, and investing in new technologies and local manufacturing, we can achieve these ambitions.

1936

deSter, founded in Amsterdam by T. H. Ritman, produced cleaning products for hotels, hospitals and restaurants

1969

Joost Ritman took over the company from his father and ventured into the aviation industry

1973

Belgium
Production of lightweight plastics replaced chinaware onboard airlines

Entered foodservice

1991

deSter HK office opened with a dedicated team skilled in design, engineering, manufacturing and supply chains

1997

Established production facilities on 3 continents (Europe, Asia, Americas), delivering directly to all major airline hubs

1999

EQT-owned Duni AB acquired deSter, restructured the business and repositioned the company within the inflight equipment and catering industry

2007

deSter became part of gategroup, the global leader in airline catering, retail on-board and hospitality products

2012

Acquired Helios mppd. and improved deSter's aviation market position by combining innovation and customer focus

2016

deSter optimized its global supply chain and logistical network, including local warehousing and direct delivery to aviation and foodservice customers

2018

deSter opened its Lima, Ohio, factory to produce closer to customers

Implemented industry-first 100% closed-loop recycling of inflight equipment

deSter reaffirmed EcoVadis Silver Rating

2019

Rebranded deStudio, deSter's award-winning design and development department

Launched product circularity approach with a dedicated team

Improved EcoVadis rating from Bronze to Silver

2020

Introduced 'two wings' strategy, leading in travel industry sustainability while driving growth in foodservice

2021

deSter and SPIRIANT merged, taking both companies' experience, product portfolios and sustainable solutions to the next level

Refreshed corporate identity

2022

Launched deSter's PeoplePlanetProduct ESG approach with a dedicated team

Committed to UN global compact and SBTi (Science Based Targets Initiative related to greenhouse gas reduction)

deSter maintained EcoVadis Silver rating, joining top 10% of rated companies in its industry

2023

deSter launched its first Sustainability Report, reflecting the company's holistic approach toward sustainability

Improved EcoVadis rating from Silver to Gold, joining top 2% of rated companies in industry

deSter earned EcoVadis Platinum, the highest rating, joining the top 1% of all rated companies

2024

deSter acquired Nupik and launched Nupik x deSter, a food packaging manufacturer and distributor, in Barcelona

2025

OUR MARKETS

TRAVEL

YOUR PASSENGERS, OUR INSPIRATION

deSter delivers comprehensive premium and main cabin concepts to provide the ultimate passenger experience. We understand that even the smallest detail can make a world of difference.

That's why we collaborate with our customers to develop designs and manufacture products in our own factories or with our manufacturing partners, ensuring we strike an ideal balance between design and functionality.

OUR TRAVEL PRODUCTS

Premium Dining
Chinaware, stainless steel cutlery, glasses and table linens.

Main Cabin
Trays, bowls, dishes, cutlery, cups, hot meal dishes, cardboard packaging and more.

Crew and Galley Equipment
Drawers, trolley equipment, glass racks, cup holders and other equipment.

Amenities and Comfort Items
Amenity kits, skincare products, eye masks, sleepwear, blankets, pillows and other comfort items.

deSter × nexus

In partnership with Nexus.
Leveraging brand and travelers' experiences.

AND PRODUCTS

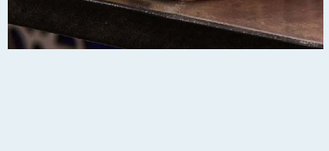
FOODSERVICE

DINING SOLUTIONS FOR PEOPLE ON THE MOVE

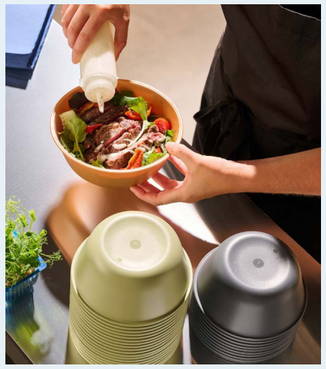
Creating innovative and inspiring foodservice concepts is one of the most important pillars of our portfolio. Whether producing a bespoke design or off-the-shelf product, we tailor each creation to our customer's brand or business. What's more, we are BRCGS Food and Packaging certified for added peace of mind.

AREAS OF FOCUS

Horeca
Hotels, restaurants, cafes, events – like festivals and sports games – all need convenient cups, cutlery, tableware and food packaging that align with their brand experience.



Catering
With over 50 years of airline catering expertise, we supply packaging and service ware to foodservice catering providers across sectors, including universities, schools, healthcare, and corporate dining.



Convenience and QSR
Quick service restaurants and convenience stores, such as fast casuals and food on the go, need packaging that reflects their branding and creates a seamless customer journey. To support our customers, we design and deliver tailormade solutions.

Retail
Supermarkets, cash and carry, and grocery stores need easy-to-carry packaging that protects food and looks visually appealing on the shelf.

HOW WE DELIVER:

DIRECT
We deliver foodservice items directly to our customers from our manufacturing locations in Europe, the US and Asia.

DISTRIBUTORS
In addition to our Nupik x deSter distribution network, we work with key distribution partners to deliver our packaging solutions with care.

FOOD MANUFACTURERS
We create superior products and reliable packaging solutions to protect, preserve, distribute and present food.

OUR CORE CAPABILITIES

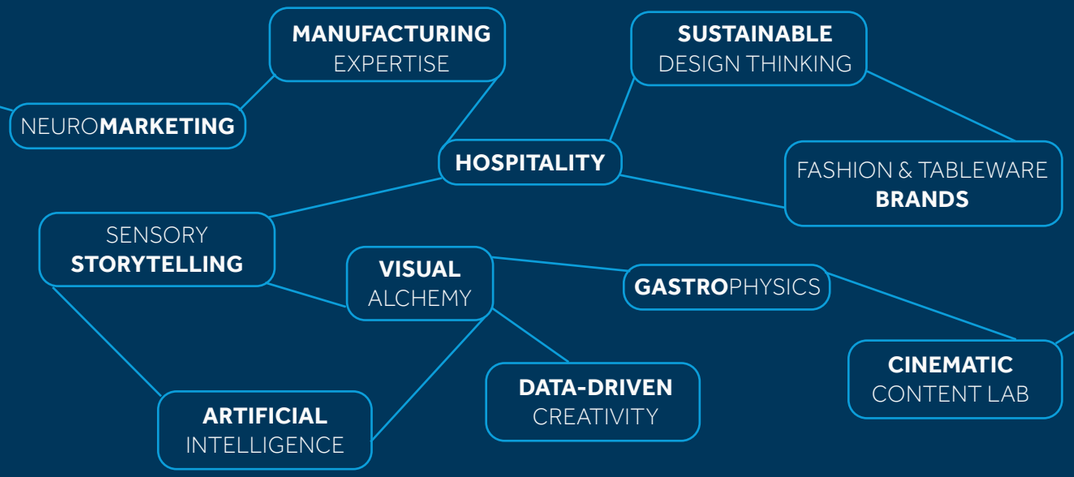
deStudio

In-house design and development

One of deSter's unique strengths is deStudio, our in-house team of award-winning designers, engineers, product developers and materials experts. Working closely with leading industry voices – from scientific researchers and trend forecasters to Michelin-starred chefs – deStudio stays at the forefront of innovation. Driven by a spirit of co-creation, the team transforms insights into customer-focused solutions. From ideation and concept development to consumer testing, technical design and final delivery, deStudio creates products that elevate the customer experience while reflecting each client's unique identity.

Our Creative Engine

Boosting customer experience through innovation and co-creation



deStudio, Hoogstraten, Belgium

People Planet Product

Sustainability

At deSter, we don't just follow sustainability trends – we set them ourselves. As the market leader in our industry, we have fully integrated sustainability into the heart of our activities. We aim to create a positive impact on society and our planet by offering products that are responsibly created, manufactured and delivered.

Manufacturing

We bring over 50 years of manufacturing experience, with facilities in Belgium, Spain, the US and Thailand. Our strategically located sites and warehouses enable short lead times and carbon-efficient transport.

Key capabilities include wet- and dry-molded fiber, paper board cutlery, cutlery pack assembly, injection molding, and extrusion/thermoforming.

Shared technologies across sites allow for flexible production, streamlined supply chains and built-in contingency planning.

Trading

Beyond our own production facilities, deSter partners with a select group of trusted external manufacturers. These partners are carefully vetted and continuously evaluated by our procurement and quality assurance teams to ensure they meet our high standards.

We collaborate with specialists across key areas, including premium dining products, onboard amenities, and high-quality fiber and plastic materials, allowing us to expand our capabilities and respond flexibly to customer needs while maintaining consistent quality and innovation.

Equipment management

Our equipment management service oversees product and supply chain operations on behalf of our customers, helping to streamline processes and reduce administrative burdens.

This service can include logistics coordination, warehouse management and inventory tracking, or it can be extended to cover asset ownership through a flexible, variable fee model (e.g., fee per product use).

This scalable approach has proven highly effective for many of our customers, offering both operational efficiency and cost predictability.

Winnie Mok
Regional Vice President Asia Pacific sales and marketing, Hong Kong

MANUFACTURING ON **3 CONTINENTS**

LIMA
Ohio, USA

20,000sqm

- Injection molding
- Sheet extrusion
- Thermoforming
- Cutlery pack assembly

ANTWERP
Hoogstraten, Belgium

138,000sqm

- Paper board cutlery
- Injection molding
- Sheet extrusion
- Thermoforming
- Cutlery pack assembly
- Condiment production

"THINK GLOBAL, **ACT LOCAL**"

BARCELONA
Spain

20,000sqm

- Thermoforming
- Paper cup production

PRACHINBURI
Thailand

75,000sqm

- Paper board cutlery
- Fiber forming
- Injection molding
- Sheet extrusion
- Thermoforming
- Cutlery pack assembly
- Condiment production
- Paper cup production

DUBAI
UAE

Manufacturing partner

- Injection molding

SUSTAINABILITY APPROACH

BACK TO CONTENTS

OUR SUSTAINABILITY STRATEGY

How double materiality shapes our approach

This chapter provides a concise summary of our Double Materiality Assessment (DMA), including how it shapes our sustainability strategy, long-term targets and KPIs. Full methodological details are available in the "2024: Double Materiality Assessment" report on our website at dester.com/sustainability/reports.

Our approach

At deSter, sustainability is at the core of our strategic decisions, not treated as an add-on. In 2023, we conducted a full DMA, including a stakeholder analysis, aligned with the European Sustainability Reporting Standards (ESRS). In 2024, we refined the outcomes using the Voluntary Sustainability Reporting Standard for SMEs (VSME) to sharpen our focus even further.

Our DMA evaluates:

- **Impact materiality:** How deSter affects society and the environment
- **Financial materiality:** How sustainability-related impacts, risks and opportunities affect our business
- **Stakeholder expectations**: Insights from customers, employees, suppliers, regulators and communities

This comprehensive assessment clearly identified the topics that matter most to both our stakeholders and our long-term value creation. As a result, the insights from our DMA have directly influenced our PeoplePlanetProduct strategy, guiding our top priorities, long-term goals, and the KPIs we manage and report on.

We have provided a summary of the DMA in this report, while the full report is available online on our website. The next section outlines the key outcomes of the DMA and stakeholder assessment, and how these translate into our sustainability strategy and actions.

Summary of DMA outcomes

Through stakeholder engagement, expert input and a review of our full value chain, we identified the impacts, risks, and opportunities that matter most to our business and the people we work with. Here's what this means in practice.

Resource use & circular economy

This is a core focus for our business model, as it relates to how we use materials and manage waste. Key considerations include:

- Waste generated in our own operations and its environmental impact
- The availability and cost of raw material used in our products
- Circularity level of our products (e.g., recyclability, reuse, material recovery)
- Risk of changing customer demand for more sustainable, circular products
- Opportunities to develop new business models
- Impact of waste generated by our products at the end of their life

Climate change

Climate change affects both our impact on the environment and the risks we face as a business. Key areas include:

- Impact of greenhouse gas emissions across our operations and value chain
- Risk of energy being available and rising costs linked to fossil fuels
- Potential business disruption from events such as pandemics

Business conduct

Strong governance and responsible business practices are essential to how we operate. This includes:

- Positive impact from giving employees a safe, confidential way to raise concerns through our anonymous Integrity Line
- Impact of major cyber-attacks; keeping data secure is crucial
- Ensuring fair competition through customer tender processes
- Avoiding price pressure and wars by focusing on innovation and differentiation
- Managing risks and opportunities related to regulatory compliance
- Positive impact from our due diligence process as part of our sustainable procurement approach

Own workforce

Our people are essential to our success. Key priorities include:

- Positive impact from training and development opportunities
- Impact on equality, fair pay, equality and working conditions
- Potential safety risks in operations
- Positive impact on well-being and work-life balance through continuous improvement
- Positive impact from employee representation through collective bargaining agreements and works councils

Workers in the value chain

We also consider the working conditions of people across our supply chain, including:

- Health and safety, working hours and fair pay
- Potential risk of forced labor

Pollution

Managing pollution is also an important part of reducing our environmental impact. The risks, opportunities and impacts include:

- Impact from the use of certain chemicals in products (e.g. PFAS, PS)
- Risks and opportunities to transition away from PFAS and PS chemicals to reduce risk and create new opportunities

Note: Proactively phasing out these substances helps limit regulatory non-compliance risks and creates market opportunities.

- Potential leaks from our operations
- Emissions from our operations
- Pollution caused when products are not properly disposed of after use by end-consumers

Water and marine resources

Water use and environmental impacts are key considerations, especially in relation to:

- Operational water usage at the site in Thailand, which is in a water-stressed area
- Impact on land use and deforestation linked to sourcing paper, fiber and wood

Biodiversity and ecosystems

Biodiversity impacts are linked to:

- Impact on nature from waste that is not properly managed
- Impact on land use and deforestation from sourcing raw materials (e.g. paper, fiber and wood)

Consumers and end-users

Since we produce and sell food-contact items, the well-being of our consumers and end-users is highly material. This includes:

- Ensuring our packaging is safe for food use
- Impact from chemicals used in products (PFAS, PS, etc.)
- Risk and opportunity linked to phasing out PFAS and PS

While the significance of these topics may vary across markets and operations, they all play a key role in how we design our products, source materials, meet regulatory compliance and exceed customer expectations.

Strengthening our PeoplePlanetProduct strategy through DMA insights

Our DMA did more than identify which topics matter most to our stakeholders and to deSter's long-term success. It also provided the foundation for a sharper, more future-proof sustainability strategy. We gained clarity on where our actions can create the greatest positive change, by listening to our employees, customers, suppliers and communities, and examining our impacts and risks across the full value chain.

These insights are not treated as standalone findings. They are embedded into our PeoplePlanetProduct strategy, directly impacting our focus and actions across the business. Below, we outline how each strategic pillar addresses the material topics identified through the DMA and how these insights are translated into action.

PEOPLE

The DMA confirmed that people – both within deSter and across our value chain – are central to our long-term resilience. Employees, suppliers and customers emphasized the importance of safety, well-being, fair working conditions and responsible sourcing. These insights directly inform our actions. Internally, they reinforced our commitment to being a Great Place 2 Work, accelerating efforts in leadership development, training, employee well-being and safe working environments.

Across our value chain, they strengthen our focus on social due diligence and responsible sourcing practices. What's more, the DMA confirmed that our Sustainable Procurement Program is not only relevant but essential. It plays a key role in identifying and mitigating risks related to labor conditions, building long-term partnerships and ensuring our standards are upheld throughout the supply chain.

PLANET

On the environmental side, the DMA clearly showed that this is where deSter has its largest impact, as well as its greatest opportunity to lead. Circularity and resource use emerged as the most material topics, confirming our long existing focus on circular products and responsible resource use, the foundation for our Product approach. Other major impacts and opportunities are climate change, pollution and biodiversity.

These findings validated and strengthened the direction of our existing strategy, while sharpening our focus. They guide concrete actions such as reducing operational waste, improving resource efficiency, phasing out harmful substances and managing emissions across our operations and value chain. It also highlighted the importance of addressing environmental impacts at a local level.

For example, Prachinburi, Thailand, is in a water-sensitive area requiring site-specific targets and management measures. By combining these insights with our long-term commitments, such as our SBTi-approved 2030 climate targets and our 2035 zero-waste ambition, we ensure that our environmental strategy is both globally aligned and locally actionable.

PRODUCT

When it comes to our products, the DMA reinforces something fundamental about our business: as a producer of food-contact items, product safety and circular performance are inseparable. Customers and end-consumers expect our products to be safe, compliant and low impact – and the DMA confirmed that these expectations are essential to our long-term sustainability as a company.

As a result, we ensure our products are safe, compliant and designed with their full lifecycle in mind. These insights directly inform our innovation roadmap: to develop and strengthen deSter's circular economy approach, advance responsible resource use, protect biodiversity related to our materials and ensure the highest safety standards for our packaging.

GOVERNANCE

Finally, the DMA emphasized the role of governance as a differentiator in our industry. Strong business conduct, compliance, cybersecurity and transparent reporting are not only regulatory requirements – they are what customers, investors and suppliers expect from a partner they can trust.

The identification of business conduct as a material topic reinforces our commitment to robust governance systems, including regular supplier audits, strong compliance frameworks and transparent ESG disclosures aligned with ESRS, EcoVadis and SBTi requirements.

Conclusion

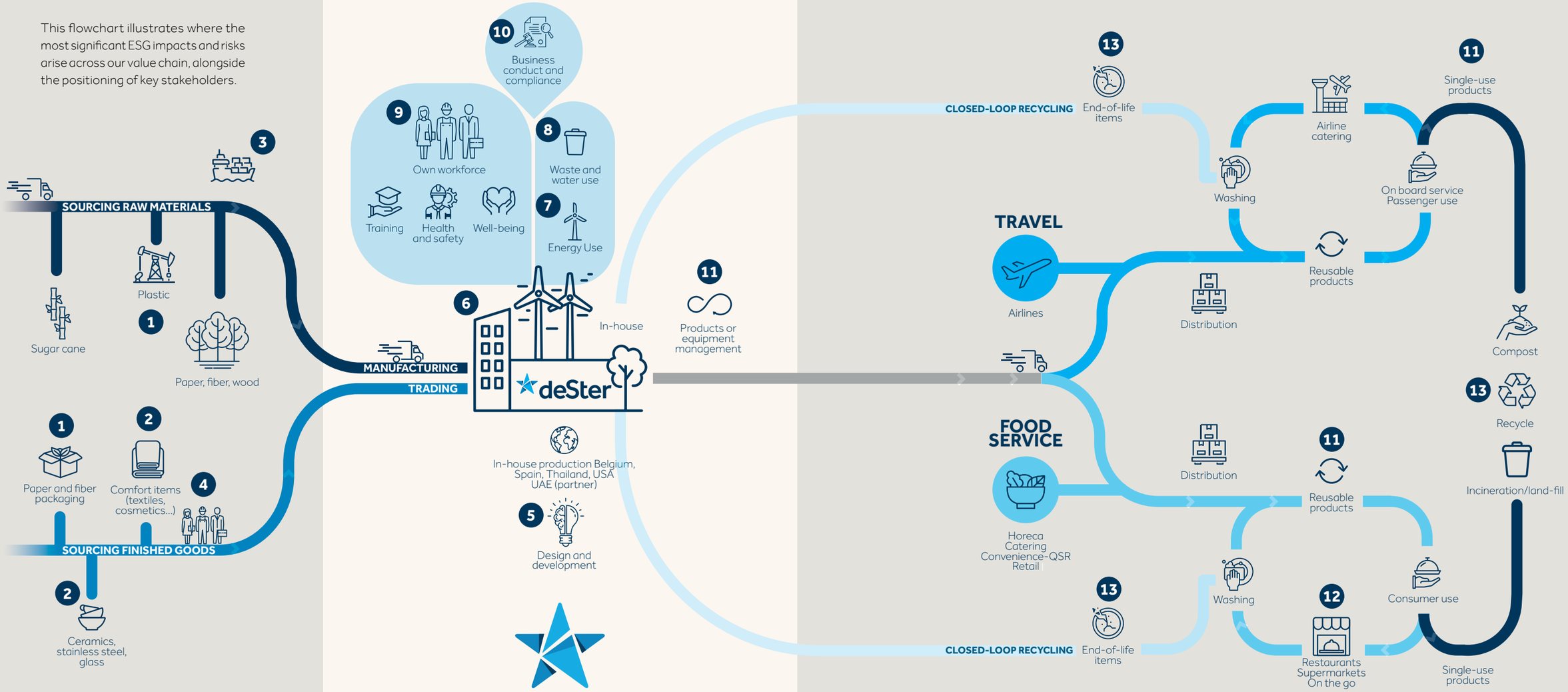
Together, these insights have allowed us to refine and strengthen our PeoplePlanetProduct strategy. Rather than redefining our approach, the DMA sharpens it by confirming we are on the right path, highlighting where further action is needed and ensuring that our long-term targets – for 2030, 2035 and beyond – reflect both stakeholder priorities and real sustainability impact. It gives us a clear mandate: focus where it matters most, act decisively and measure progress with transparency.

Double materiality topic	ESG strategy	Key objectives
Positive impact through training and development	**PEOPLE**	Maintain high employee training coverage ≥95% and continue investing in employee development
Impact on equality, equal pay and adequate wages	**PEOPLE**	Close living wage gaps by 2030, implement DEI roadmap and achieve ≥30% female representation in management by 2030
Potential safety issues in operations	**PEOPLE**	Continuously reduce LTIR, work toward zero accidents and implement ISO 45001 across all production sites
Positive impact on well-being and work-life balance	**PEOPLE**	Maintain an illness absenteeism rate below 6% and support employee well-being through targeted programs
Positive impact from collective bargaining agreements and worker consultation and participation	**PEOPLE**	Maintain strong social dialogue and employee participation structures
Work conditions and human rights of own workforce and supply chain	**PEOPLE**	Close living wage gaps within our own workforce and strengthen responsible sourcing through our sustainable procurement program
Positive impact from our sustainable procurement supplier due diligence process	**PEOPLE**	Strengthen responsible sourcing through our sustainable procurement program and supplier due diligence process
Impact of GHG emissions from our operations and value chain	**PLANET**	Implement our GHG reduction strategy and achieve our near-term and net-zero targets
Risk of fossil-based energy increases and energy availability	**PLANET**	Increase renewable electricity use to reach 100% green electricity by 2030
Risk of business disruption from infectious diseases	**PLANET**	Maintain business continuity through preparedness and risk management processes
Impact from operational waste	**PLANET**	Reduce operational waste, increase recycling, no waste to landfill by 2030 and decrease waste per production output per site
Impact of chemicals used in products (PFAS, polystyrene, etc.)	**PLANET** **PRODUCT**	Phase out PFAS by 2026 and reduce polystyrene products
Risk of leaks from our operations	**PLANET**	Strengthen environmental risk management and prevention measures across sites, supported by targets related to waste, soil pollution, chemicals and water pollution.
Impact of emissions from our operations	**PLANET**	Implement our GHG reduction strategy and achieve our near-term and net-zero targets. Maintain other emissions within legal limits and site-specific targets
Impact of water use in Thailand (a water-stressed area)	**PLANET**	Achieve site-specific water management goals, including investments in water treatment infrastructure and water efficiency targets

Double materiality topic	ESG strategy	Key objectives
Impact of raw materials used in our products, and risks related to availability and price	**PRODUCT**	Responsible resource approach and strengthen resilient procurement processes
Impact of product circularity	**PRODUCT**	Implement our circular economy strategy, with the goal of making 100% of products reusable, compostable or recyclable
Risk related to customer demand for circular products	**PRODUCT**	
Opportunity for new circular economy business models	**PRODUCT**	
Impact of chemicals used in products (PFAS, polystyrene, etc.)	**PRODUCT**	Phase out PFAS in our products and continue reducing the use of polystyrene
Compliance and market risks and opportunities related to PFAS and polystyrene phase-out	**PRODUCT**	Phase out PFAS by August 2026 and reduce sales of polystyrene-containing products by 2030.
Impact of the waste of our sold products and end-of-life management	**PRODUCT**	Achieve net-zero waste products by 2040
Impact of paper, fiber and wood sourcing on land use and deforestation	**PRODUCT**	Increase the use of FSC- and PEFC-certified materials, as well as materials derived from waste and by-product fibers
Impact of product safety and compliance	**PRODUCT**	Maintain high product safety standards, low complaint rates and BRCGS certification
Positive impact of integrity reporting mechanisms	**GOVERNANCE**	Maintain and monitor the effectiveness of integrity reporting mechanisms
Risk of cyber-attacks and data security breaches	**GOVERNANCE**	Strengthen cybersecurity through group-wide systems and controls
Impact on land use/deforestation by sourcing paper, fiber and wood	**GOVERNANCE**	Achieve EUDR compliance by 2026; increase the use of FSC- and PEFC-certified materials and materials derived from waste and by-product fibers
Risk of anti-trust and anti-competitive behaviors	**GOVERNANCE**	Maintain compliance through gategroup's Compliance Management System while investing in innovation and differentiation
Risk and opportunity of regulatory (non-) compliance	**GOVERNANCE**	Maintain robust compliance framework covering operations and products

Our value chain

This flowchart illustrates where the most significant ESG impacts and risks arise across our value chain, alongside the positioning of key stakeholders.



UPSTREAM

1. Resource extraction
2. Climate impact of purchased materials and goods
3. Climate impact of transport
4. Supplier due diligence, Supplier engagement

Suppliers
Workers in the value chain

OWN OPERATIONS

5. Circular economy approach
6. Resource outflows
7. Emissions, energy use and energy availability
8. Waste, pollution and water use
9. Training and development, health and safety, well-being, wages, employee engagement
10. Business conduct and regulatory compliance

Own employees
Contractors on site
Investors
Local governments/policy makers
Local communities

DOWNSTREAM

11. Circular economy products and business models
12. Consumer health and safety
13. Waste management downstream

Travel and foodservice customers
Third-party services of customers (catering, washing...)
End-users
NGOs, society, Earth

COMMITMENTS & ENDORSEMENTS

We seek external validation and verification on all aspects of our PeoplePlanetProduct goals to hold ourselves accountable and achieve proven progress. These organizations provide us with feedback, ratings or certificates. We are also part of relevant sustainability networks where we share knowledge and experiences, while collaborating with others to address today's social and environmental challenges.

EcoVadis is the world's largest and most trusted provider of business sustainability ratings, with a global network of more than 150,000 rated companies. In 2025, we reconfirmed our Platinum rating, placing us among the top 1% of all evaluated companies.

The UN Global Compact is a voluntary initiative launched by the United Nations that encourages businesses and organizations to adopt sustainable and socially responsible policies and practices. It consists of 10 principles covering human rights, labor, the environment and anti-corruption, all of which deSter is committed to upholding.

The Science-Based Targets initiative is a partnership between several organizations, which aims to help companies reduce their greenhouse gas emissions in line with the goals of the Paris Agreement on climate change. deSter has greenhouse gas targets that are approved by SBTi.

FSC is trusted by NGOs, businesses and consumers worldwide to protect healthy, resilient forests for all, forever. Our Belgium, Barcelona and Thailand sites are FSC® certified.

Sedex SMETA 4-Pillar is an ethical audit methodology assessing four key areas: labor standards, health and safety, environmental performance and business ethics. deSter has regular SMETA audits performed on our production locations.

The Shift is a Belgian sustainability community. Its platform of diverse organizations has one common goal: to actively work together towards a more sustainable economy and society.

The CDP (Carbon Disclosure Project) is a globally recognized non-profit where organizations disclose their environmental impacts and mitigation efforts. deSter received a C rating on the topic Climate Change.

Confirming the innovative nature of deSter's sustainable product developments, deSter was awarded two major VLAIO grants, funded by the Flemish government, for the development of dry-molded fiber packaging technology and the development of our paper board cutlery.

The Program for the Endorsement of Forest Certification (PEFC) is another well known forest certification system. It ensures that wood and paper products come from responsibly managed forests. Our site in Barcelona holds a PEFC certification, as well as an FSC certification.

ISO 14001 and ISO 45001 are internationally recognized management system standards focusing on environmental performance and occupational health and safety. They provide a structured framework for organizations to systematically manage environmental impacts, ensure safe and healthy working conditions, and drive continuous improvement. All manufacturing sites hold a 14001 certification. Hoogstraten and Barcelona are 45001 certified too, with the goal to have Lima and Prachinburi certified by the end of 2027.

The Global Tourism Plastics Initiative (which is part of the UN World Tourism Organization) unites the sector behind a common vision to address the root causes of plastic pollution. It enables businesses, governments and other tourism stakeholders to lead by example in the shift towards a circular economy.

The ISCC PLUS certification is a widely recognized standard for recycled and bio-based materials, providing traceability throughout the supply chain and ensuring compliance with environmental and social standards. Our factories in Belgium and Thailand are ISCC PLUS certified.

BRCGS Packaging Materials and Food Safety certifications are globally recognized standards that set rigorous requirements for product safety, quality and operational control across the supply chain. This ensures safe manufacturing practices, risk management, and compliance with both regulatory and customer expectations. We have various BRCGS certifications at our manufacturing sites.

The Belgian Alliance for Climate Action supports organizations across Belgium to realize their full potential in the pursuit of a carbon-neutral society.

The Glasgow Declaration on Climate Action in Tourism unites travel and tourism behind a common set of pathways for climate action, aligning the sector with global commitments and catalyzing collaborative solutions to reduce emissions in tourism by at least 50% over the next decade and achieve net-zero as soon as possible before 2050.

GOVERNANCE

BACK TO CONTENTS

OUR **GOVERNANCE** GOALS

ANNUALLY

Maintain high standards of Ethics & Compliance
We uphold zero tolerance for corruption, ensure data security and access rights, and conduct regular internal and external audits to maintain integrity.

Ensure robust compliance
We meet all product, environmental, and consumer health and safety, while monitoring external assurance of our ESG practices.

OUR ESRS MATERIAL TOPICS RELATED TO GOVERNANCE
G1 Business conduct: protection of whistleblowers, information security, anti-competitive practices (anti-trust, product homogeneity, price wars), regulatory compliance, relationship management with suppliers (see the "Sustainable procurement" section on pgs. 86-89)

LEADERSHIP & ACCOUNTABILITY

Our governance framework and oversight

As a subsidiary of gategroup, deSter operates within the group's established governance structure. Corporate governance principles are defined in gategroup's Articles of Incorporation, Organizational Regulations and Board Committee Charters, which are regularly reviewed and updated by the Board of Directors. These frameworks guide deSter's governance approach and ensure consistent oversight across all entities.

Additional information is available on the Corporate Governance page of the gategroup website.[1]

Risk management across the organization

At the gategroup level, Governance, Compliance and Risk are overseen by the **Global Risk & Compliance Committee (GRCC)**, chaired by gategroup's Chief Legal Officer. At the regional level, **Business Risk & Compliance Committees (BRCCs)** meet quarterly to review risks and compliance performance.

deSter has its own BRCC, chaired by the Regional General Counsel, which oversees key risks at both the local and thematic levels, including ESG topics. The committee's findings are shared with the GRCC to ensure a consistent approach across the organization.

Sustainability is also integrated into how we manage risk. Our key sustainability risks and opportunities – identified through our 2023 Double Materiality Assessment (DMA) (pgs. 38-43) – help shape our strategy and day-to-day decisions. These insights are supported by ongoing human rights reviews, supplier evaluations and internal compliance processes.

In response to global developments, deSter has also introduced a monitoring framework to assess how geopolitical changes may impact our supply chains, markets and customer relationships. This helps us stay prepared, strengthen resilience and maintain business continuity.

At the site level, risk management is an integral part of deSter's quality, environmental and safety systems, which align with ISO and BRC standards. Together, these systems create a structured and consistent approach to identifying, assessing and managing risk, while also supporting responsible and sustainable business practices.

[1] gategroup.com/corporate-affairs/corporate-governance/

Stef Van de Perre
deSter President and Managing Director

ESG TEAM

Thomas Berti
CCO Travel and ESG

Philippe De Naeyer
Director Sustainability and ESG

Veronica Pino Palacio
Sustainability and ESG Analyst

Fien Van Den Heuvel
Environmental Footprint Manager

DESTER LEADERSHIP TEAM

Commercial	Product MGMT and design	R&D	Manufacturing	Procurement and SCM	Legal	Human Resources
Customer initiatives	Circular products and systems	Circular products and responsible resources	Net-zero carbon and operational resource use Health and safety	Responsible supply chain	Ethics and compliance Finance and controlling	Great Place 2 Work Human rights Community outreach

ESG AMBASSADORS

COMMERCIAL
Regional Business Development directors
Hann Goetschalckx (Customer Service)
Emelie Henderickx (customer support)

PRODUCT MGMT AND DESIGN
Category directors
Britt Colin
Joke Vervoort

MARKETING
Ekaterina Byankina

R&D
Viktor Seuntjens
Joppe Brosens
Senne Henderieckx
Annelies Devos

HSE
Hortensia Lopez
Arne Laurijssen

MANUFACTURING
Benny Jacobs

PROCUREMENT
Dorine Geens
Sofie Van Rooy
Frank Sye
Winky Chung
Stef Oud

LEGAL
Danny Kempeneers
Norberto Soriano

FINANCE AND BUSINESS CONTROL
Kristof Francken
Lars Depovere

HR
Amber Bradshaw
Radanat Yaibuakhao
Ilse Santos
Laura Gafke

Leadership and ESG governance

deSter's Leadership Team (LTM) plays an active role in overseeing sustainability. Progress is reviewed at least four times per year, ensuring ESG topics remain closely linked to business performance and decision-making.

In 2025, the Sustainability Director reported directly to the Chief Sales Officer Travel, with additional engagement from the President and other LTM members on key topics, such as operational performance, environmental impact and people-related matters.

Beyond governance and oversight, sustainability is also embedded in how performance is managed across the organization. All employees, including leadership, are expected to include at least one sustainability-related objective in their annual performance plans to reinforce accountability and encourage continuous improvement. In 2025, 75% of the LTM members had an ESG goal in their performance objectives.

At an operational level, deSter's ESG approach is structured across three layers: strategic leadership, a dedicated ESG core team, and a network of cross-functional ambassadors.

In 2025, the core ESG team consisted of a Sustainability Director and two specialists, working closely with functional leads such as Manufacturing, HR, Legal and Procurement through regular meetings and working groups.

To strengthen local ownership, deSter established an ESG Community of ambassadors. Each ambassador focuses on a specific area – such as workplace culture or ESG communications – and contributes to roadmap development and performance tracking. The group meets annually to share insights and projects. Updates on ESG are also communicated through global town halls and internal channels.

In 2026, our sustainability governance structure will continue to evolve. A Sustainability Manager will lead the program and report directly to the HR Director, who is a member of the LTM. A new Sustainability Coordinator will also join the ESG team, providing dedicated support across all sustainability themes.

This structure maintains a strong connection to senior leadership while further integrating ESG into People & Culture, backed by dedicated resources for project management and operational delivery. At the same time, our ESG Ambassador network will continue to support implementation across the organization.

STRUCTURE **2026**

Stef Van de Perre
deSter President and Managing Director

Sylvie Veys
Head of HR

Fien Van Den Heuvel
Senior Sustainability Manager

Sara Kholousi
Sustainability Coordinator

Danny Kempeneers
Regional General Counsel, Hoogstraten

Marc Van Doninck
Vice President Manufacturing, Hoogstraten

Ethics and compliance

deSter's approach to ethical business conduct is grounded in the gategroup Compliance Management System (CMS), which brings together policies, processes and training requirements to support responsible behavior and compliance with legal and internal standards. The CMS is rooted in our Code of Conduct and overseen by deSter's LTM, including the CEO.

Policy updates and training

In 2025, several policies were updated or introduced to reflect evolving risks and expectations, including:

- Updated **Code of Conduct** to expand on fair, correct, safe and inclusive conduct
- Refreshed **Work from Home Policy** to better align with the post-Covid working experience
- New **Artificial Intelligence Policy** to ensure safe and proper use of this evolving technology
- Updated **Internal Data Privacy Policy** to further anchor data privacy at the group level

In addition, we integrated compliance training into the Workday learning platform, improving accessibility and enabling better progress tracking. The **Compliance Hub** continues to serve as our central resource for policies, procedures and approval processes. In 2025, 462 deSter employees completed 442 hours of business ethics training.

Anti-corruption, sanctions and due diligence

In 2025, deSter strengthened its anti-bribery programs and conducted internal "ethical health checks" to encourage open dialogue and identify areas for improvement. The company also continued to monitor fraud risks and align ethical practices across regions.

A review of third-party due diligence, gifts and entertainment approvals, and charitable donations did not identify any major issues, aside from one case that has since been addressed.

Cases in 2025	
Anti-competitive practices, anti-trust, product homogeneity and price wars	0
Corruption risk assessment with identified issues	0
Grievance mechanisms, including harassment and discrimination	0
Remediation procedures, including harassment and discrimination	0

Whistleblower program

At the group level, employees can report potential ethical or legal concerns through the Integrity Line, our whistleblower channel, either online or by telephone. The service is operated by EQS, an independent Swiss provider, ensuring confidentiality and allowing reports to be submitted anonymously, at any time, in the reporter's native language.

Notably, there were no open cases carried over from 2024, and no new cases were submitted in 2025.

Cases in 2025	
Integrity line submissions (deSter related)	0

Third-party governance

Contract management

In 2025, deSter introduced a more structured approach to managing customer contracts. This included a new reporting framework to improve transparency and tracking, as well as updated templates with stronger clauses on pricing and cost allocation. Commercial teams received training to ensure consistent application across markets.

Supplier management

Our supplier management approach is described in detail in the "Sustainable Procurement" section (pgs. 86-89).

Contractor management

In 2025, we improved how we manage contractors at our Hoogstraten site, bringing our processes in line with ISO 14001 and ISO 45001 standards. We started by creating a clear overview of all contractors. From there, we introduced a more structured workflow covering risk assessments, safety agreements, on-site coordination and annual evaluation. With this new system in place, we strive to ensure contractors can work safely and effectively on site.

Product compliance

Product compliance is a key priority for deSter. As a provider of food packaging and serviceware concepts, we are committed to ensuring all our products meet applicable international and local regulations and are safe for use.

Efforts in 2025

Consumer Health and Safety

In 2025, we introduced a dedicated consumer health and safety policy, supported by new procedures developed in collaboration with our Quality Department. These efforts ensure health and safety considerations are embedded throughout the product lifecycle.

deSter also strengthened its product compliance systems by upgrading the Declaration of Compliance (DoC) platform and is in the process of implementing a new software solution to manage packaging compliance data, with a primary focus on in-house manufactured plastic food-contact materials. This includes improved data integration and cleaning, system integrations, gap analysis, classification and ongoing maintenance processes.

A product categorization dashboard was also launched, improving consistency, visibility and compliance tracking across our product portfolio.

Regulatory readiness and working groups

To stay ahead of regulatory developments, deSter has established working groups focused on key topics such as packaging legislation, deforestation regulations, recycled materials and food-contact safety. Our working groups are responsible for conducting impact assessments, developing guidance and supporting implementation across the business.

Laboratory support and compliance implementation

Laboratory initiatives were launched to support product testing and documentation, particularly in relation to food safety and packaging standards. These efforts provide day-to-day compliance support to business units, helping our teams navigate technical requirements and maintain product integrity.

Looking ahead to 2026

Building on the foundations established in 2025, our product compliance efforts in 2026 will focus on enhancing regulatory readiness and embedding processes that support strong and consistent compliance over time. Our key initiatives include:

Regulatory monitoring and emerging requirements

Our compliance teams will continue to monitor evolving regulations, with particular attention to key developments such as the Digital Product Passport (DPP), the Empowering Consumers for the Green Transition Directive, and secondary legislation under the Packaging and Packaging Waste Regulation (PPWR). These developments are expected to influence product design, material selection, data management and marketability.

Implementation of key regulations

2026 is expected to be a critical year for the implementation of several major regulatory frameworks, including:

- EU Deforestation-Free Regulation (EUDR), supported by Osapiens for due diligence and traceability
- Quality Amendment, reinforcing product safety standards and internal processes
- Initial PPWR requirements, including data collection and risk assessment

Cross-functional compliance working groups will translate regulatory requirements into actionable, embedded processes across the organization. This includes strengthening our due diligence workflows for EUDR, defining and applying safety instructions and degradation signs for reusable products, formalizing reprocessing documentation for materials, updating supplier requirements, aligning laboratory testing with evolving food contact regulations, and improving data collection and validation for PPWR compliance.

Data integrity and cybersecurity

ESG data governance and assurance

Reliable data is essential for effective sustainability reporting. To ensure data accuracy and consistency, deSter has a few structured processes in place.

We obtain external limited assurance on our greenhouse gas emissions and key environmental data, such as electricity, fuel, refrigerants and waste. Internal and external audits further validate performance and identify opportunities for improvement.

We also carry out internal and external audits of our management systems, including ESG-related metrics and KPIs. Internal audits are conducted by trained auditors to assess how well our controls are working, track our progress and identify areas for improvement. In addition to providing an additional layer of validation, external audits also confirm compliance with international standards and help ensure that our metrics and KPIs are accurate and on track. If the auditor identifies any findings, we follow up with corrective actions.

Data ownership is clearly defined, and we document our methodologies to ensure consistency. Continued efforts will be put into improving our data management. We also use digital tools such as gateperform, Osapiens and PowerBI to support and automate tracking and reporting.

Information security and cyber governance

deSter follows gategroup's comprehensive approach to information security, focusing on operational continuity, risk mitigation and regulatory compliance, including the EU's Network and Information Systems Regulation. We strive to protect sensitive information and proactively mitigate evolving cyber risks. Guided by our Global Information Security and Data Privacy policies, we are dedicated to protecting and managing our data and infrastructure effectively, while respecting individual privacy and preserving the integrity of our business.

In 2025, key actions included:

- Enhancing cybersecurity, data protection and AI governance frameworks, supported by updated policies and targeted awareness training
- Preventing 99.4 million security events, which reduced potential exposure across our digital environment
- Conducting comprehensive assessments of third-party cybersecurity, privacy and AI risks. Overseen by gategroup, the framework includes vendors and third parties working with deSter. In 2025, 27 companies of deSter were assessed, strengthening third-party and asset-level risk oversight, with 14 assessments still in progress. In 2026, all remaining deSter vendors will be reviewed to determine whether further assessment or reassessment is required.
- Improving our cybersecurity risk assessment methodologies to support more consistent, risk-based prioritization and remediation
- Conducting 20 phishing simulation exercises and reducing human-related cyber risk through targeted follow-up actions
- Organizing a comprehensive Cybersecurity Awareness Month to reinforce secure behaviors across the company
- Using AI-driven tools to enhance threat detection and response, while maintaining strong data privacy and ethical standards. This innovative approach strengthens our operational resilience and protects the integrity of our systems and data.

Results in 2025	
Security breaches	0
Third parties assessed on cybersecurity, privacy and AI risks	27
Phishing simulation exercises	20

Office, Prachinburi

PEOPLE

BACK TO CONTENTS

2025 RESULTS & UPCOMING PRIORITIES

This summary highlights our performance in 2025 alongside our direction for 2030 to 2035. It focuses on key outcomes and trends, while detailed targets, actions and methodologies are explained in the following sections of this chapter.

TOPIC	OUR **PEOPLE** GOALS	2025 HIGHLIGHTS	WHAT'S NEXT
HEALTH AND SAFETY	**Focus on the health, safety and well-being of our employees.** 2028: Achieve ISO 45001 certification at all sites. 2030: Reduce lost-time injury (LTI) rates. Ongoing: • Foster a strong safety culture through procedures, training, risk assessments and audits • Implement site-specific improvement plans	ISO 45001 certification achieved in Hoogstraten and Barcelona maintained. More than 3,500 hours of health and safety training were delivered. Lost-time injuries (LTI) and the lost-time injury frequency rate (LTIFR) declined, while lost-time injury severity rate (LTISR) increased. A legal health and safety compliance audit was completed in Hoogstraten	ISO 45001 certification in Lima (2026) and Prachinburi (2027). Continue strengthening our safety culture through site-specific action plans.
WELL-BEING	**Promote employee well-being through a healthy, supportive workplace.** Maintain an illness absenteeism rate below 6%. Support employee well-being through events, communications and engagement initiatives.	Illness absenteeism remained below our 6% target. Healthcare and family benefits were available to employees across all locations. Well-being initiatives and events promoted physical and social well-being.	Refocus our well-being strategy, including the launch of a new well-being platform in Hoogstraten. Continue social events and expand community outreach across our locations.
COMMUNITY OUTREACH	Partner with local communities.	Organized various initiatives across our locations.	Expand community outreach initiatives across all major sites.
EMPLOYEE ENGAGEMENT	Build an engaged workforce through open dialogue and recognition.	Maintained multiple channels for employee recognition, feedback and raising concerns.	Strengthening communication between employees and leadership through improved feedback channels.
DEI	Be a fair and equitable employer that develops its people.	Finalized DEI roadmap and began implementation. Reduced gender pay gap.	Roll out a new job architecture framework to support fairer decision-making and improve workforce insights.
TRAINING AND DEVELOPMENT	Support employees' growth through continuous learning and development.	Increased average training spend per employee. Training hours per employee declined. Delivered training across a broad range of technical and professional topics.	Expand AI training to help employees use new technologies safely and effectively. Review and update the training and development strategy to reflect evolving business needs.

OUR ESRS MATERIAL TOPICS RELATED TO PEOPLE
S1 Own Workforce, S2 Workers in the value chain, G1 Business conduct (see goverance section)

2025 RESULTS & UPCOMING PRIORITIES

This summary highlights our performance in 2025 alongside our direction for 2030 to 2035. It focuses on key outcomes and trends, while detailed targets, actions and methodologies are explained in the following sections of this chapter

PERFORMANCE AND FEEDBACK	Help employees grow through meaningful feedback and clear objectives.	Achieved 100% participation in the performance and appraisal process. Integrated ESG goals into objective setting and performance reviews.	Further develop objective tracking and feedback processes and career development discussions.
LABOR AND HUMAN RIGHTS	Uphold fair labor practices and human rights throughout our business.	All deSter sites completed a human rights risks assessment conducted by gategroup, which identified potential risks and opportunities for improvement. Targeted actions in Prachinburi helped further reduce excessive overtime.	Develop a company-wide remediation policy for child labor and human right breaches. Continue annual human rights assessments and supplier audits (e.g. SMETA) and implement improvement actions.
SUSTAINABLE PROCUREMENT	Work with partners committed to ambitious social and environmental goals.	All identified high-risk suppliers completed an ESG self-assessment. 10 suppliers underwent on-site ESG audits, with corrective action plans established for each. Expanded our supplier engagement program on carbon emissions to a larger group of suppliers. Increased knowledge sharing and collaboration on carbon emissions.	Launch EcoVadis risk assessments to standardize supplier assessments across gategroup. Re-audit suppliers with D and E ratings to monitor progress and verify corrective actions. Implement identified improvement actions. Expand supplier engagement on carbon emissions.

OUR ESRS MATERIAL TOPICS RELATED TO PEOPLE
S1 Own Workforce, S2 Workers in the value chain, G1 Business conduct (see goverance section)

3 GOOD HEALTH AND WELL-BEING
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES

SETTING THE SCENE: OUR PEOPLE

Before exploring the key focus areas of our People strategy, this section provides an overview of our workforce. The following pages outline how we support our employees and the progress we have made toward our goals.

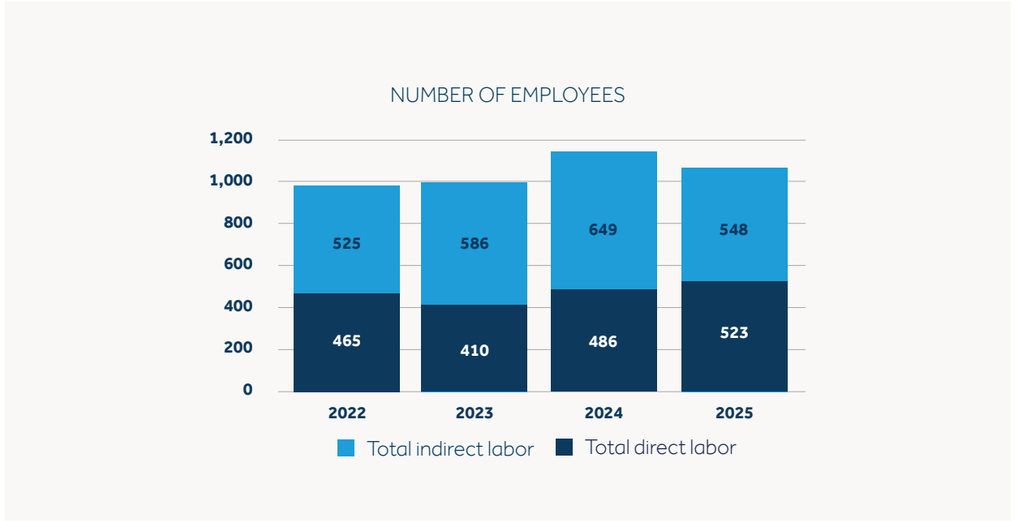
Key numbers

Our total workforce remained stable in 2025, with 1,071 employees at year-end, representing a 6% decrease compared to the end of 2024. The decline is mainly driven by a reduction in headcount at our Prachinburi site, where business challenges led to lower production volumes. As part of this adjustment, some employees were redeployed to new production processes within the site, and we did not backfill positions vacated during the year.

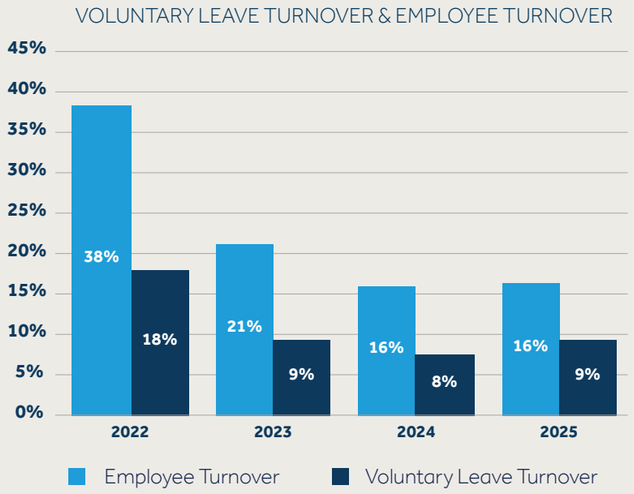
At the end of 2025, direct labor accounted for 49% of our workforce, while indirect labor represented the remaining 51%.

The overall turnover rate remained stable in 2025. As was the case in 2024, we exclude employees in Thailand who leave during their probation period, from the overall turnover rate. This stable figure demonstrates the positive impact of our focus on building the capabilities of our managers and HR teams in recruitment and talent acquisition.

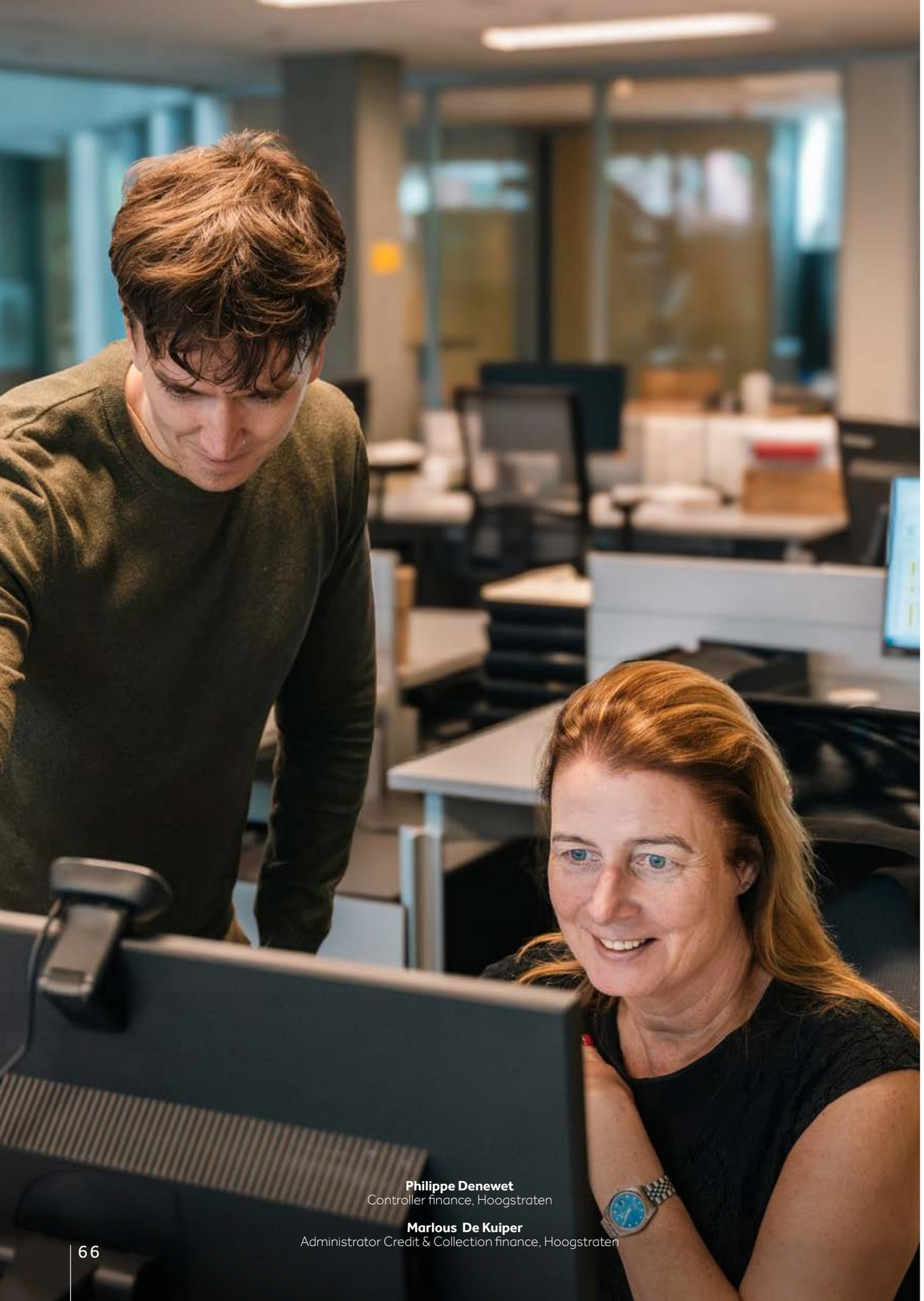
Within our overall employee turnover rate, we view voluntary turnover as a key indicator of employee satisfaction and engagement, as it reflects the number of people who choose to leave the company. Our voluntary turnover rate has remained stable over the past several years at 8-9%, well below our target of no more than 10%. We are particularly encouraged that, despite significant organizational changes and their associated challenges, voluntary turnover rate remained steady. This suggests that employees continue to have confidence in deSter and our long-term vision.



> We believe our greatest strength is our people. By investing in their development, well-being and sense of belonging, we strive to create a workplace where individuals and our business can grow together.
>
> **Sylvie Veys**
> **Head of HR, deSter**



Karlien Meulemans
Product Designer, Hoogstraten



Philippe Denewet
Controller finance, Hoogstraten

Marlous De Kuiper
Administrator Credit & Collection finance, Hoogstraten

HEALTHY, HAPPY EMPLOYEES

Health and safety

Our approach

At deSter, occupational health and safety (OHS) is a fundamental part of our People strategy, and a key topic identified through our DMA and stakeholder engagement.

Our approach focuses on protecting everyone at our sites, ensuring legal compliance and building a strong safety culture rooted in prevention, learning and shared responsibility. Applicable to all employees and contractors, our health and safety requirements cover areas such as building and fire safety, machinery and equipment, transport, ergonomics, chemical safety, emergency preparedness and workplace procedures.

In 2025, we reviewed our health and safety policy and introduced a new global OHS policy, which reflects a broader approach to employee health and well-being through four pillars: physical and mental health, safe work environments, employee participation and support, and compliance. The policy was integrated into our health and safety training sessions throughout the year and will inform future training activities as well. In this section, we focus on OHS topics, while the other themes of the policy are discussed in following sections.

Overarching goals:

- Develop and implement an annual OHS continuous improvement plan for all manufacturing sites
- Implement OHS procedures for the procuring work and personal protective equipment (PPE) across all locations
- Ensure risk assessments are conducted and regularly reviewed for all manufacturing sites, workstations and positions
- Foster an open culture for reporting incidents, near-misses, unsafe situations and deviations
- Ensure OHS instructions and procedures are available, understood and regularly updated
- Systematically reduce the number of first aid incidents over time
- Conduct external legal compliance audits at all locations every two years
- Resolve internal and external audit findings and non-conformities within agreed timelines

Our OHS targets:
Yearly

- Conduct comprehensive OHS training programs and ensure 100% of employees using mobile and/or lifting equipment are trained according to legal requirements
- Reduce lost-time injury (LTI) rates year on year and remain below industry-average threshold across all locations
- Ensure all LTI incidents are investigated and lessons learned are widely communicated across the organization
- Test the emergency preparedness procedures and ensure they are well understood at each manufacturing location
- Complete an internal OHS audit program annually across all locations

By end of 2026

- **Hoogstraten:** Increase the number of reported unsafe situations to 40
- **Lima:** Implement ISO 45001 and achieve certification

By end of 2027

- **Prachinburi:** Implement ISO 45001 and achieve certification

By end of 2030

- Reduce LTI rates by 30% compared to 2022 levels

Our performance

OHS management system and governance

deSter manages OHS through a structured management system that we are continuously improving. The system defines responsibilities, procedures and controls to support a consistent approach across all sites, while still allowing for local adaptation based on specific risks and legal requirements. Overall responsibility sits with the VP Manufacturing (LTM member), supported by line management, local safety officers, safety committees and specialist functions.

To strengthen consistency across operations, deSter is progressively aligning all manufacturing sites with ISO 45001, the internationally recognized standard for OHS management systems. This standard provides a robust framework for hazard identification, risk assessment, legal compliance, employee participation and continuous improvement.

In 2025, our Hoogstraten site achieved ISO 45001 certification following an external audit and our Barcelona site remained certified. Lima is targeting certification by the end of 2026, and Prachinburi will focus on certification readiness in 2027. This phased roadmap reflects our ambition to maintain a consistently high level of OHS management maturity across all locations.

HEALTH AND SAFETY METRICS

	2023 *	2024	2025
Sites ISO 45001 certified	0	1	2
Number of lost time injuries (LTI)	14	19	17
Lost time injury frequency rate (LTIFR)	7.89	9.06	7.64
Lost time injury severity rate (LTISR)	0.06	0.26	0.46

**Barcelona data not included for 2023.*

Looking at work-related accidents, the number of injuries that resulted in lost time (LTI) was slightly lower than in 2024. The LTIFR – which measures how frequently injuries resulting in lost work time occur relative to the total hours worked – also improved in 2025. However, our LTISR increased, indicating that the injuries that did occur resulted in more workdays lost relative to total hours worked in 2025 than in 2024. Overall, these results show some positive progress while highlighting the need for continued improvements in the coming years. For every accident, a specific root cause analysis is conducted and appropriate corrective actions defined, which are discussed with the teams.

In Hoogstraten, specifically, we have set a target to increase the reporting of unsafe situations and near misses. In 2025, 37 unsafe situations and nine near misses were reported. In 2026, we aim to increase the number of reported unsafe situations to 40. We view an increase in reporting as a positive development, as it reflects a proactive safety culture where employees feel comfortable raising concerns. In addition, early reporting can help prevent more serious incidents from occurring.

Furthermore, legal compliance audits are an important tool for ensuring sites comply with applicable OHS laws and regulations. As these requirements differ by country, audits are conducted at the site level. In 2025, Hoogstraten completed its first external OHS legal compliance audit with an independent expert. Based on the findings, corrective actions were identified and implemented. Hoogstraten will repeat this audit every two years. Meanwhile, Barcelona monitors compliance through internal checks as part of its ISO 45001-certified OHS management system.

Our actions

Highlights of 2025

In 2025, all sites focused on strengthening reporting, training and preventive controls, while addressing site-specific priorities such as risk assessments, explosion safety, exposure measurements, emergency exercises and safety culture initiatives. This combination of a common framework and local ownership ensures both consistency and relevance.

Developing a strong safety culture

Training and awareness play an important role in our preventive approach and the development of a strong safety culture. Employees receive both general and role-specific OHS training, including technical safety instruction, emergency preparedness and initiatives related to psychosocial risks and well-being. Employee participation is encouraged through safety committees, reporting of unsafe situations and involvement in site-level safety initiatives.

We conducted extensive health and safety training across the organization, with 315 employees (19% of our workforce) participating in more than 3,500 hours of training delivered by both internal and external experts. deSter invested a total of CHF 35,442 in external HSE-related training programs.

Specific courses are also provided to ensure employees using mobile and lifting equipment received legally required certification and training, in line with our OHS targets. Throughout the year, 195 employees completed training related to electrical equipment, forklifts, machinery, overhead cranes and aerial work platforms, representing a total of 920 training hours. In addition to formal training awareness campaigns and communications were organized throughout the year to promote OHS, including participation in gategroup's annual Safety Week campaign.

In addition, all deSter manufacturing sites conducted annual emergency response drills, including evacuation exercises. These drills confirmed that employees understood their roles and responsibilities, followed established procedures, and were able to evacuate safely and calmly. Annual simulations also help identify opportunities for improvement while ensuring employees remain prepared to respond effectively in emergency situations.

Centralizing our data

Since 2025, all sites have reported lost-time incidents and first-aid cases through a central digital platform, gateperform, enabling better trend analysis and stronger knowledge-sharing across the organization. In the event of an incident, we analyze the root causes with support from our safety committee and maintain transparent communication. We also identify, implement and monitor corrective actions to prevent recurrence.

Key focus areas in 2025

- Machinery safety: Ensuring new equipment is designed with safety in mind and existing machinery meets required safety standards
- Safe interactions between employees and equipment: Strengthening protective measures and ensuring appropriate PPE is used
- Safe ways of working: Providing training and clear instructions to promote consistent, safe work practices

Site-level actions and achievements

Hoogstraten

A major milestone in 2025 was the implementation and certification of the ISO 45001 OHS management system in Hoogstraten. To achieve certification, the site introduced a wide range of improvements, including expanded workplace risk assessments, internal and external audits, and enhanced contractor management processes that integrate safety standards, evaluation criteria and performance expectations for contractors.

New procedures were also introduced for the procurement of work equipment, personal protective equipment and chemicals, requiring review and approval by the HSE manager before any new item can be purchased. Emergency procedures and intervention plans were reviewed and updated, while all employees completed a new HSE training program covering topics such as PPE, ergonomics, machine safety, chemical handling and emergency response.

Targeted employees received more advanced technical safety training, including topics such as psychosocial interventions, operating overhead cranes and electricity voltages.

Prachinburi

In Prachinburi, our health and safety efforts focused on exposure monitoring and workplace safety controls. Measurements were conducted for chemical exposure, light intensity, noise and workplace climate conditions, alongside regular inspections of critical equipment, including overhead cranes, fire extinguishers and emergency systems.

Targeted employees completed specialized training on topics such as forklift operation, chemical handling, electrical stackers and noise protection. Prachinburi also strengthened its contractor management processes related to health and safety, appointed an officially recognized Professional Level Safety Officer accredited by Thailand's Ministry of Labour, and improved chemical management procedures. For example, the site made improvements to its chemical procurement and storage procedures, first aid facilities for chemical incidents and employee training on chemical handling, while also translating key safety documentation into Thai.

Additional initiatives included a workplace risk assessment program, a well-being initiative called "Fit-Not-Fat," and participation in gategroup's annual Safety Week campaign to raise employee awareness around safety topics.

Lima

Activities in Lima focused on strengthening emergency preparedness, enhancing technical safety procedures and encouraging employee participation. The site also achieved a 100% score on the Michael Foods Food Safety Audit and ensured that every shift included a trained first aid responder.

In addition, 100% of our Lima employees participated in OSHA Safe + Sound Week activities. Other improvements included the implementation of a Hot Work Permit program for maintenance employees and participation in the Northwest Ohio Regional Safety Council.

Barcelona

At our site in Spain, our actions focused on both physical and psychosocial workplace risks. The site conducted a psychosocial risk assessment covering all employees, completed regular workplace safety inspections and carried out an explosion safety assessment.

Planned actions for 2026

In 2026, deSter will continue strengthening its OHS systems across all sites through a wide range of targeted investments, training programs and risk reduction initiatives. Here's a site-by-site overview:

Hoogstraten

Our Belgian site will focus on strengthening chemical management, emergency preparedness, employee train-

2025 HEALTH AND SAFETY TRAINING BY SITE

Location	Hours	Participants	Percentage of workforce	Investment (CHF)
Belgium	1,381	160	53%	28,185
Germany	6	2	2%	637
Spain	19	19	19%	141
Thailand	2,235	118	25%	6,479
USA	27	16	47%	0
Total	**3,668**	**315**	**29%**	**35,442**

ing and facility safety through the following initiatives:

- Implementation of a chemical management application
- Chemical exposure monitoring for VOCs and aldehydes
- Explosion risk evaluations related to dust
- Development and implementation of a safety training program
- Emergency response training
- Partial renewal of the forklift fleet
- Upgrade to the fire alarm system
- Fit4Work program
- Renewal of the high voltage installation, including asbestos removal, to improve safety and reliability

Prachinburi

Key priorities for 2026 will focus on strengthening fire safety, hazard awareness, and occupational health and risk management through the following initiatives:

- Finalization of the automatic fire protection project
- Implementation of KYT (Kiken Yochi Training) and related workplace hazard-awareness activities
- Development of a confined workspace manual, training program and rescue plan
- Occupational health survey to help refine periodic health check-ups in line with legal requirements
- Risk assessment for the new PCUP production process

Lima

A key milestone for Lima in 2026 will be achieving ISO 45001 certification, supported by investments in technical safety training, fire protection systems and risk management:

- Implementation of ISO 45001 and completion of the certification audit
- Chemical inventory audit
- Technical safety training programs, such as lockout/tagout procedures, electrical arc flash safety, and confined space entry
- Expansion of the fire alarm system
- Replacement of the existing sprinkler system

Barcelona

Planned actions combine further risk assessments, emergency preparedness activities and targeted technical training to strengthen workplace safety:

- Noise and temperature exposure assessments in the carton cup area
- Implementation of the action plan following the 2025 explosion safety assessment
- Emergency response trainings and exercises across all shifts
- First aid training for new employees, including AED use
- Technical safety training for targeted employees, including work at height, forklift operation, aerial work platforms and overhead cranes

Well-being & work-life balance

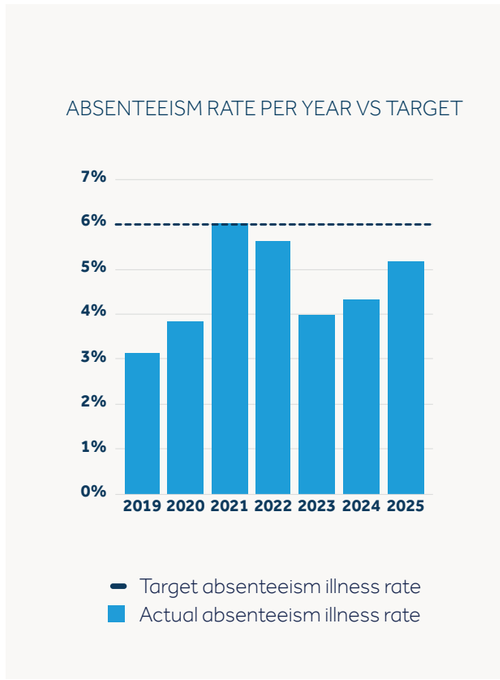
Employee well-being is fundamental to maintaining good health, enabling sustained performance, and fostering a supportive workplace culture that strengthens engagement, resilience and a sense of belonging. At deSter, we recognize that our employees are also family members, caregivers, friends and active contributors to their communities. We believe that when people feel supported, valued and well in their work environment, this positively impacts not only their professional lives, but also their well-being beyond the workplace.

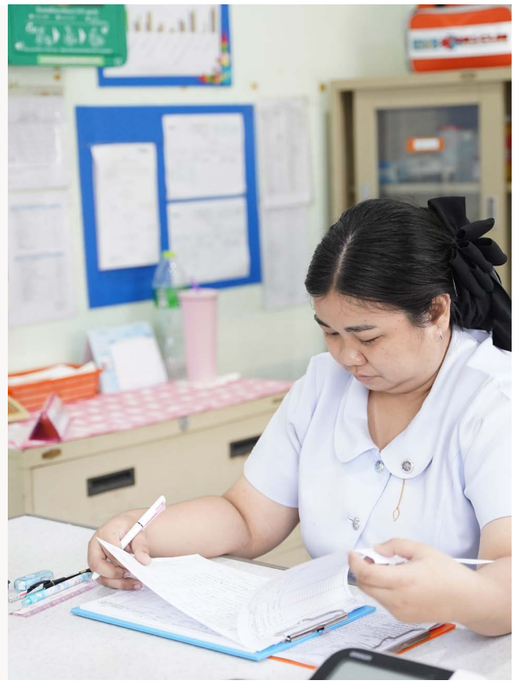
Our well-being approach is built around three core pillars: Physical, Emotional and Social Well-being. Through initiatives implemented across all our locations, we aim to promote health and safety, support work-life balance, strengthen social connections and address the diverse well-being needs of our workforce. By investing in employee well-being, we contribute to healthier individuals, stronger teams and more resilient communities.

A key action in 2025 was the revision of our Occupational Health and Safety (OHS) Policy. To support this process, we held a workshop with an external consultant. The updated policy broadens our approach beyond health, safety and compliance by also incorporating our ambitions and targets related to well-being and employee engagement.

Our targets:

- Maintain an annual absenteeism rate below 6%
- Continue to promote employee well-being across all locations through initiatives supporting physical, emotional and social well-being, which include sports events, social gatherings and community projects.
- Stay above 3.9 score for well-being and work-life balance on the employee survey
- Encourage employee participation in well-being initiatives and activities across different functions, locations and employee groups
- Strengthen awareness of health, well-being and physical activity through targeted campaigns and communications
- Support healthy lifestyle choices by promoting nutritious snack and meal options during working hours and company events





Performance

Absenteeism rate: One of our well-being KPIs is our annual absenteeism rate, which we aim to keep below 6%. In 2025, our absenteeism illness rate was 5.12%, remaining comfortably below this target.

Employee well-being score: An employee survey was conducted in 2024, which included a dedicated section on well-being, covering topics such as work-life balance, flexibility and workload. The results have provided valuable insights into employees' overall well-being and helped guide ongoing priorities. In countries where we have Health & Safety Committees, discussions focused on reviewing the findings of the 2024 survey and identifying opportunities for continuous improvement.

Healthcare and family benefits: Providing access to healthcare remains a key priority across all our locations. We continue to provide all employees – both blue- and white-collar workers – with healthcare coverage and benefits tailored to local needs. By investing in the health and well-being of our workforce, we aim to create an environment where employees can thrive both personally and professionally. In 2025, 98% of our workforce was covered by deSter-sponsored healthcare benefits. The remaining 2% reflect employees who chose not to participate in the available plans.

We also recognize the important role that family well-being plays in supporting our employees. In several locations, benefits extend to employees' family members. For example, in the United States, employees and their families have access to YMCA programs that promote physical well-being, healthy lifestyles and community engagement. Such initiatives reflect our commitment to supporting well-being beyond the workplace and recognizing the diverse needs of our people and their families.

Employee well-being and work-life balance: We continue to promote well-being initiatives across all our locations, tailoring programs to local needs and cultures. At the same time, we are strengthening alignment across these initiatives to foster a shared culture of care, well-being and engagement throughout deSter.

Participation is open to all employees, regardless of location, role or department. In 2025, we organized 13 well-being events across our global operations, up from nine in 2024. A total of 163 employees participated, demonstrating continued engagement across our global workforce of over 1,000 employees.

These initiatives increasingly bring together colleagues from different teams, functions and locations, creating opportunities to connect, share experiences and build relationships beyond day-to-day work. We see this continued participation as a positive indicator of the program's relevance and impact.

Through ongoing communication and awareness initiatives, we aim to further increase participation and strengthen our sense of community across the organization.

The annual employee celebration, Hoogstraten

Key actions in 2025

Physical well-being

Throughout 2025, we continued strengthening programs that support physical, emotional and social well-being. The examples mentioned below highlight some of the initiatives delivered during the year as part of this ongoing commitment. We also continued to expand Sport@deSter, with several initiatives highlighted on the next page.

Social well-being

We believe that strong social connections, recognition and employee engagement contribute to a positive and inclusive work environment. Throughout 2025, we organized events across our locations, creating opportunities for colleagues to connect, build relationships and strengthen collaboration across teams.

Each year, we host two major company events – one in Hoogstraten and one in Prachinburi – bringing colleagues together to celebrate and connect.

In Hoogstraten, colleagues from Belgium and Germany gathered on September 19 for the annual employee celebration. This year's "Movies" theme had our employees dressed as everyone from superheroes to iconic characters. The creativity on display helped create a fun, festive atmosphere.

In Prachinburi, more than 300 employees came together on December 13 for the annual New Year celebration. Continuing the "Movies" theme, colleagues arrived in costumes inspired by films, cartoons and red-carpet looks. With food, music and entertainment, the event offered a chance to celebrate the year's achievements and build relationships.

Throughout the year, we also organized monthly after-work gatherings, regional events and team celebrations that helped strengthen connections. Additional information about community-focused social events can be found in the Community Outreach section (pgs. 74-75). Further details on sports activities, which also promote social connection among colleagues, are available on the next page.

Emotional well-being

In 2025, we did not introduce dedicated emotional well-being initiatives, as our efforts were focused on other priority areas and ongoing projects. In the coming years, emotional well-being will become an increasingly important part of our approach. Future initiatives will be defined as this work progresses, reflecting the evolving needs of our employees.

Upcoming actions

- Refocus our well-being strategy and develop an action plan for the coming years
- Launch a new well-being platform in Hoogstraten focused on physical health, awareness and targeted health campaign
- Expand access to healthcare benefits in Hoogstraten. Beginning in 2026, employees will become eligible for company-sponsored medical insurance after one year of service, compared to five years previously.
- Continue organizing social events and expand community outreach initiatives across our locations

Sport@deSter

Through our Sport@deSter program, we encourage employees to stay active and connect with colleagues through sports. In 2025, activities took place across several locations, helping foster a healthy, engaged workplace culture.

Prachinburi & Bangkok running event

Thailand

Employees in Prachinburi and Bangkok were invited to participate in a local running event in November. Participants could choose from 5 km, 10 km or 33 km distances based on their individual fitness levels. A total of 21 employees took part.Twice a week, employees at deSter Prachinburi have access to two reserved badminton courts. In addition, an internal badminton competition was organized in April to encourage participation.

Hoogstraten Street Run

Belgium

Colleagues took part in the annual Hoogstraten Street Run, a local community event that brings people together through exercise. Building on the previous year, deSter expanded its support by donating REPLAY cups for two hydration stations along the course – one midway and the other at the finish line. The company also served as an official sponsor, with the deSter logo featured on staff T-shirts and banners displayed at the finish line. Employees took part both as runners and supporters, helping create a strong sense of team spirit, community engagement and sustainability awareness.

Internal badminton competition

Hong Kong

On July 23, colleagues gathered for a badminton session, combining physical activity with an opportunity to connect outside the workplace.Across all our locations, we continue to promote initiatives that encourage active lifestyles and meaningful social connections. We also maintain a platform that rewards participation in physical and social activities, while linking these efforts to community initiatives. Together, these efforts help foster a healthier and more engaged workforce.

Community outreach

At deSter, we believe that our responsibility extends beyond the workplace. Across our locations, employees participated in community outreach initiatives, supported local causes and contributed to a positive impact in the areas where we live and work.

WarmSter Week fundraising


Red Cross blood donation campaign


Girl Scouts Summer Camp


Large-scale collection of used plastic bottles

Belgium

In November 2025, deSter Hoogstraten hosted its annual WarmSter fundraising event. Employees raised €2,500, which deSter matched to reach a total of €5,000 for the MS Liga Vlaanderen, an organization that supports people living with multiple sclerosis and funds research to improve their quality of life.

We also welcomed interns from schools, colleges and universities across multiple departments:

- Technical School Hoogstraten (VITO): Three students in manufacturing (technicians)
- Spijker Hoogstraten: One student in warehouse operations
- Heilig Graf Turnhout: One student in deStudio (graphic design)
- AP Antwerp: One bachelor student in the HSE department
- Lebanese American University: Three engineering students

Materials were donated to local youth, cultural and sports organizations upon request, including:

- Football club Hoogstraten VV, which manages the camping facilities for Antilliaanse Feesten, the world's largest Caribbean music festival
- For Kom Op Tegen Kanker (Stand Up Against Cancer), a prominent Belgian non-profit organization dedicated to fighting cancer
- Horse Cross, a horse-riding club in Minderhout

Lastly, Hoogstraten participated in a Red Cross blood donation campaign. We raised awareness about the importance of blood donations and encouraged people to donate through internal communications. As a result, we were recognized as a "Company with a Big Heart," reflecting our employees' efforts and donations.

North America

In 2025, deSter Lima expanded its community outreach efforts on several fronts. For example, we expanded our internship program to include seven local colleges and universities, participated in the third annual Girl Scouts Summer Camp, attended quarterly Women in Business luncheons hosted by local Chambers of Commerce, and supported mentorship programs at Canadian universities.

We also responded to natural disasters by donating supplies to affected communities and contributing to local food kitchens in Chicago and organizations supporting educational retreats. Participation in community golf tournaments in Alaska and Ohio further strengthened our local ties and visibility.

Thailand

In 2025, our Prachinburi site bolstered its relationship with the local community through two key outreach initiatives focused on education and environmental stewardship.

The Prachinburi team provided financial support to three nearby schools, enabling them to organize and enhance children's activities.

In collaboration with WeCYCLE, the team organized a large-scale collection of used plastic bottles within the community. We collected a total of 379 kilograms of PET bottles and sent them to a recycling center, where they were transformed into durable patient bed sheets by Q-VIRA, a Thailand-based science and technology startup.

Among its specialties, Q-VIRA produces upcycled hospital sheets by combining recycled PET bottles with smart fibers designed to help inhibit bacterial growth. The final products were then donated to local hospitals, supporting healthcare facilities while demonstrating the tangible value of circular material flows.

ENGAGEMENT AND DEVELOPMENT

Employee engagement

At the group level, we introduced the ONEgate Awards in 2025 as a new initiative to recognize and celebrate outstanding achievements in business, leadership and innovation across gategroup. The program enables employees to nominate colleagues and teams who make a meaningful impact, highlighting those who help drive the organization forward.

Several deSter colleagues were among the nominees, reflecting the strong engagement and contributions of our people. By recognizing individual and team achievements, the initiative fosters a culture of appreciation, motivation and pride across the organization.

Employee survey

Our most recent employee survey was conducted in 2024. In 2026, we will reassess the need for a full employee survey and/or pulse surveys to ensure our employee listening tools remain effective, support continuous improvement, and make efficient use of internal resources.

As no survey was conducted in 2025, we do not have survey-related metrics available for the year.

Based on the 2024 results, our key areas for improvement are:

- Career planning, development and learning (see pgs. 80-81)
- Performance management and feedback (see pg. 81)
- Strengthening direct communication between employees and leadership through town halls, informal meetings, regular updates on company direction, announcements of new hires and departures, and greater leadership visibility at employee events

Channels for raising concerns

Supporting our people means providing multiple ways for employees to raise concerns, ask questions or seek support. To facilitate this, we offer several channels across the organization:

- Regular team and one-on-one meetings with managers
- An open-door HR policy, giving employees easy access to guidance and support
- Regular meetings with workers' council representatives at each site
- A dedicated "Integrity Line," an independent, confidential speak-up channel for reporting concerns (see pg. 55)
- In Hoogstraten, two trained confidential advisors – one supporting white-collar employees and one supporting blue-collar workers - serve as independent points of contact for psychosocial concerns, including bullying, discrimination, sexual harassment, aggression or integrity-related issues. They provide a safe, confidential space for employees seeking support.
- In November 2025, we introduced a virtual HSE Idea Box, providing a simple way for employees to submit suggestions or raise health, safety and environmental concerns. By year-end, the platform had received 11 submissions. Ideas are managed by our HSE and Sustainability team and reviewed during monthly HSE management meetings.

We promote awareness of these channels through posters, restroom and canteen signage, digital displays, email communications and employee training.

Diversity, equity and inclusion

Across deSter, our global workforce includes employees of different ethnicities, nationalities, marital statuses, sexual orientations, gender identities, religions, abilities, military backgrounds and cultures. These diverse perspectives help drive innovation, strengthen decision-making, and enable us to better understand the needs of our customers and partners.

Our diversity, equity and inclusion (DEI) strategy focuses on improving the employee experience by removing barriers to inclusion and creating equitable opportunities for everyone to participate and succeed. This includes reducing unconscious bias and expanding access to flexible working arrangements, talent programs and leadership development opportunities. Our workforce represents 42 nationalities, bringing together a broad range of perspectives, experiences and skills. We believe an inclusive workplace is fundamental to our long-term success, and this commitment is reflected in both our Code of Conduct and DEI Policy.

At deSter, we define DEI as follows:

- Diversity (D): Embracing differences such as race, gender, age and background
- Equity (E): Providing fair opportunities while recognizing individual needs
- Inclusion (I): Fostering a workplace where everyone feels valued, respected and a sense of belonging

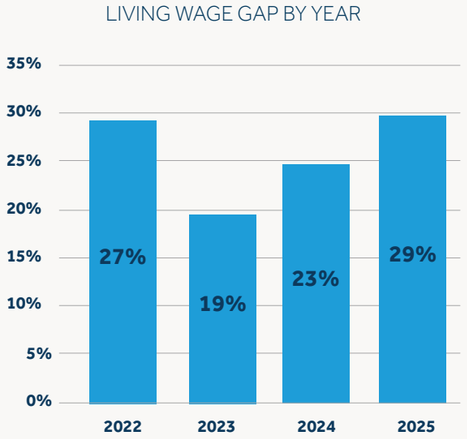
Metrics and actions

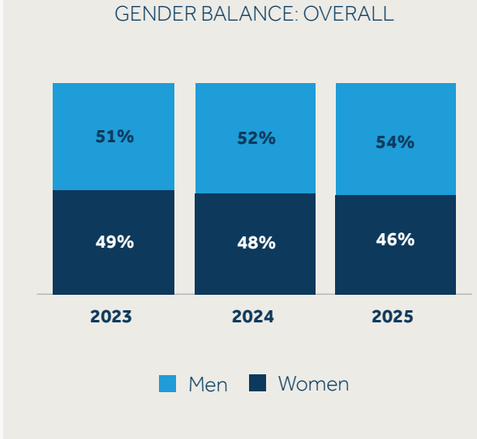
In 2025, we continued implementing our DEI roadmap through initiatives focused on awareness, training, structural change and empowerment.

HR-led DEI training sessions were delivered in January to build awareness and inclusive workplace practices. Global recruiting and inclusive workplace guidelines were introduced in March to help promote fairness and consistency across hiring and People practices.

Diversity Week 2025, held from September 29 to October 5, featured 26 events across the gategroup organization, with deSter employees participating in a range of activities. A two-day Women in Leadership Workshop provided targeted development opportunities for emerging female leaders.

Our International Women's Day campaign highlighted female mentors and leaders across the company, increasing visibility and recognition while reinforcing our commitment to inclusion. During the final quarter of 2025, deSter focused on identifying key performance indicators across priority DEI areas. These KPIs were developed in collaboration with senior leadership and DEI workgroups to ensure they are meaningful and aligned with our business priorities.





Workshops were also held to prioritize future initiatives and allocate resources, and a draft 2026 DEI Strategic Plan was circulated for feedback across business units, employee resource groups and regional DEI champions. In October 2026, gategroup plans to launch a new DEI awareness campaign, which will also be rolled out across deSter. A new DEI learning hub will provide employees with access to training resources, including a dedicated learning pathway on inclusive leadership.

Anti-harassment

Preventing harassment and discrimination remains an important part of our commitment to an inclusive workplace. In 2025, anti-harassment topics continued to be incorporated into DEI and Code of Conduct refresher training.

In 2026, we will update deSter's Harassment and Discrimination Policy to include a formal remediation process for reported cases. We also plan to introduce a dedicated training video on harassment and discrimination to further strengthen awareness across the organization.

Gender Pay Gap

To measure pay equity, we focus on the adjusted gender pay gap (adjusted GPG), which compares the average earnings of men and women after accounting for factors such as role, experience, tenure, education, location and department.

In 2025, 66.7% of senior roles were held by men – a slight improvement from 69% in 2024, primarily driven by our European operations. At the same time, a high proportion of blue-collar roles in Thailand continue to be held by women, and growth in this market contributed to year-on-year changes in our workplace profile.

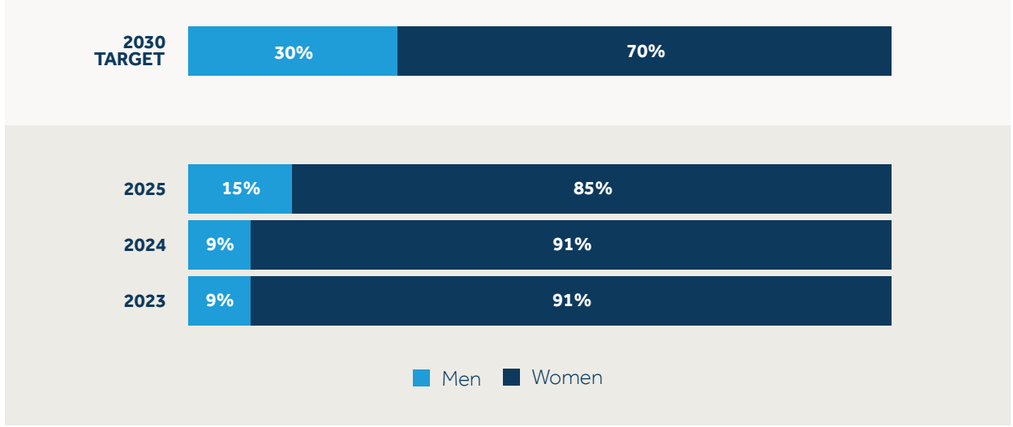
Regional differences also remain. In Asia-Pacific, women in supervisory roles earned more on average than their male counterparts, while women in blue-collar roles earned less on average. We continue to monitor these trends and remain committed to closing the adjusted GPG by 2033.

We also monitor our unadjusted GPG, which measures the overall difference in average earnings between men and women across the organization. Although it is not our primary measure of pay equity, it provides additional insight into workforce composition. In 2025, the unadjusted GPG was 36.57%, largely reflecting the growth of blue-collar roles in Asia-Pacific.

Living wage gap analysis

Another key metric is the living wage gap, which measures the difference between an employee's earnings and the income required to maintain a basic but decent standard of living in their local community. Our assessments use benchmarks, including those published by the Wage Indicator Foundation and the Massachusetts Institute of Technology (MIT). Our goal is to eliminate the living wage gap by 2033.

In 2025, we assessed 100% of our workforce against these benchmarks. The analysis showed an overall living wage gap of 28.97%, influenced by growth in entry-level manufacturing roles in Thailand and significant increases in local living wage benchmarks in Prachinburi and Lima. These benchmark increases outpaced local salary growth and annual compensation adjustments. While these external factors impacted the overall result, our commitment remains unchanged: to provide fair compensation and continue progressing toward our living wage goals.

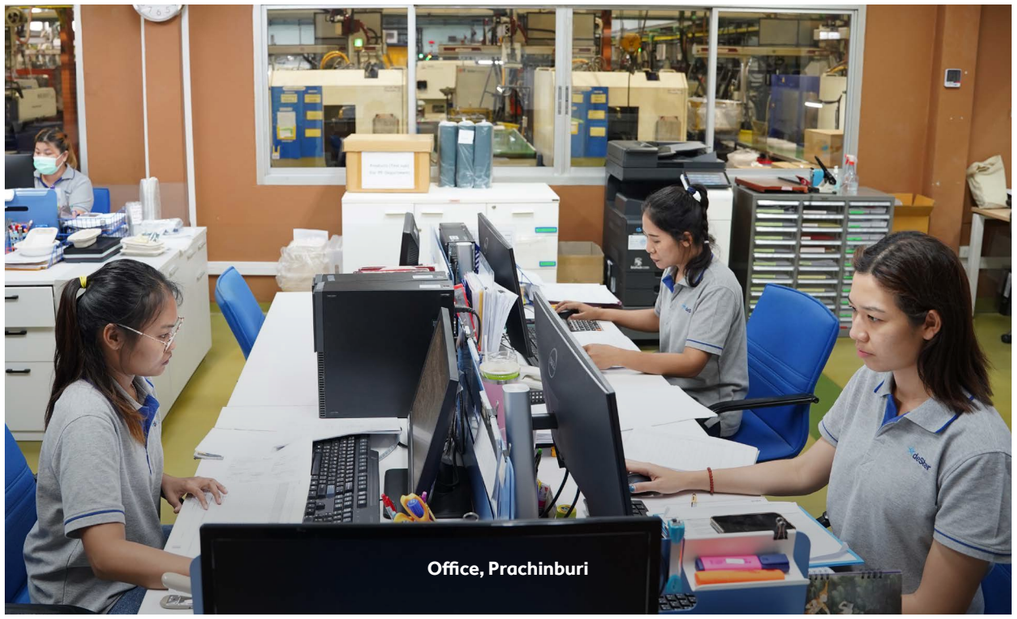


Gender representation

As in previous years, we maintained a workforce that was close to gender-balanced, with only a slight 2% increase in the proportion of men compared to women. We remain committed to providing equitable opportunities in recruitment, career development and internal advancement.

We made progress in the gender diversity of our leadership team. Women represented 15% of the leadership team, up from 9% in 2024. This marks an important step toward our goal of reaching 30% female representation by 2030. With additional leadership changes expected in 2026, we anticipate making further progress toward this target.

To support the development of future leaders, deSter and gatesolutions jointly organized a two-day Women in Leadership Workshop in 2025. Seventeen women in leadership roles participated, sharing experiences, building networks and exploring topics related to leadership and professional development. The group will continue meeting and collaborating throughout 2026.


Office, Prachinburi

Training & development

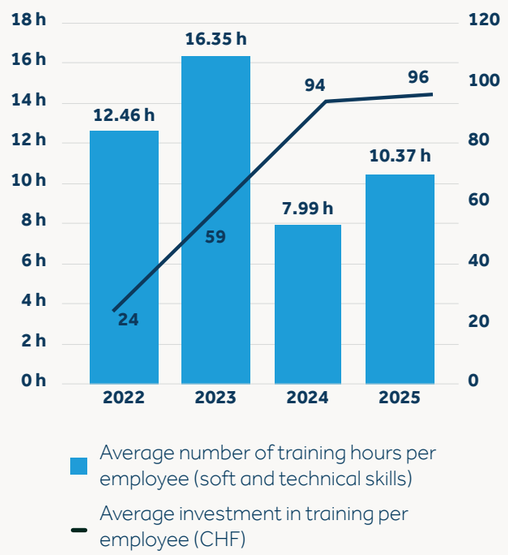
Career development and training is a strategic priority for deSter, as it supports employees with the skills, knowledge and capabilities needed for both, individual growth and the company's success. We continuously enhance our training programs by integrating feedback from performance reviews and organizational needs to better support employee development. Training activities are organized into four categories:

- **Mandatory training:** Covers mandatory topics to ensure compliance with internal policies, procedures and relevant regulations, as well as in-house sessions on product knowledge and technical skills
- **Skills training:** Focuses on soft skills, such as leadership, communication and collaboration; may include workshops, seminars, online courses, and external sessions
- **Technical training**: Provides specific skills, knowledge, and expertise to perform in technical roles and functions
- **Internal Training:** Focuses on knowledge sharing within the organization. These sessions are primarily developed and delivered by employees, based on their expertise within their respective departments. They aim to share practical know-how, strengthen common understanding, and ensure that relevant knowledge is accessible across teams where needed.

By focusing on these key training categories, we support well-rounded development tailored to both individual and team needs. Our approach also strengthens collaboration, aligns teams around shared goals and ultimately contributes to our collective growth and success.

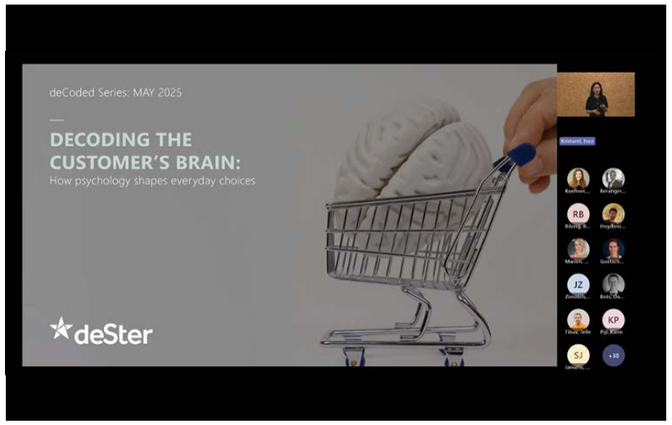
Building on stronger cross-functional collaboration across the group and growing opportunities to participate in global programs, we are reassessing our Training & Development approach. The objective is to better prioritize our efforts, ensuring they address business needs while supporting employees in developing their skills and careers.

AVERAGE TRAINING HOURS AND TRAINING SPEND PER EMPLOYEE



Key numbers

In 2025, training hours showed a slight decrease, while training investment remained at a similar level. This reflects an ongoing review of our training and development approach to ensure it continues to evolve in line with organizational changes and new ways of working.



Actions

In 2025, we strengthened our global approach by combining leadership programs, skills-based learning and technical training, ensuring opportunities for employees at all levels while fostering collaboration across regions and teams.

Our people participated in group-level leadership programs grow@gate and the Middle-Management Leadership Program (MMLP). These established programs focus on leading yourself, leading your team, and leading the business, providing a holistic perspective on leadership. By joining these initiatives, employees not only follow structured curricula but also have the opportunity to attend in-person workshops worldwide, exchange experiences and build networks across the organization.

In response to employee feedback, we expanded internal skills-based training to all employees. Complementing technical and product learning, these programs cover topics such as Decoding Consumer Decisions, Gastrophysics, Feedback Sessions, and The Psychology of Negotiation, helping employees strengthen communication, collaboration, and decision-making skills, while fostering dialogue and practical value for teams.

The Skillsoft platform continues to provide accessible learning across the group. At deSter, some employees are already participating, with plans to expand access to more. In addition, platforms such as Masterclass and external training sessions across departments support continuous development, enabling employees to acquire new knowledge individually or in groups. Through these initiatives, we cultivate a culture of continuous learning that supports employees with the skills, insights, and connections they need to grow, perform, and contribute meaningfully to the company's success.

Upcoming actions:

- We want all employees to use AI safely and confidently in their daily work. In 2026, our Director of AI will deliver training and information sessions to familiarize employees with our AI policy and programs. Advanced training will also be introduced for experienced users.
- Reassess our training and development strategy to better align with the organization following internal changes.

Training and development	2022	2023	2024	2025
Total training hours	12.33	16.29	9.07	11.11
Average training hours per employee	12.46	16.35	7.99	10.37
Average spend on training per employee (CHF)	24	59	94	96
People trained on career or skills-related topics	600	954	760	333

Performance and feedback

Our Performance Appraisal and Planning (PA&P) process occurs throughout the year, supported by regular dialogue between employees and managers, rather than a single year-end exercise.

The process starts at the beginning of the year with objective setting, where employees are encouraged to define goals covering business priorities, personal development and ESG-related targets.

A mid-year review provides an opportunity to discuss progress, exchange feedback and adjust priorities where needed, ensuring continuous alignment throughout the year.

At the end of the year, a formal performance evaluation is conducted based on the agreed objectives, allowing employees and managers to review achievements, reflect on strengths and identify development areas for the year ahead. This process is clearly communicated across the organization.

Highlights from 2025:

- 100% participation rate of eligible employees
- Integration of at least one ESG goal into the PA&P process
- Amber Bradshaw (HR Manager at Lima) organized a training session focused on the importance of feedback and active listening for development, the challenges associated with giving and receiving feedback, and practical approaches to handling it effectively. This training supported the PA&P process by strengthening the ability of managers and employees to engage in more effective performance-related dialogue.

Actions in 2026:

- Further emphasize the importance of the PA&P process
- Support employees from the outset by delivering training to support objective setting and feedback conversations
- Place greater focus on development objectives, enabling employees to address specific development needs for the coming year
- Encourage employees to describe their career aspirations in our HR platform (Workday), to better understand how they see their future within the organization.

Glenn Embrechts
Technisch Operator, Hoogstraten

Khizar Naseer
Manufacturing Engineer, Hoogstraten

Canteen, Prachinburi

LABOR & HUMAN RIGHTS

We are committed to ensuring that everyone is treated with dignity and respect, and that our employment practices uphold internationally recognized human rights.

Our approach is guided by the International Bill of Human Rights and the International Labor Organizations (ILO) Declaration on Fundamental Principles and Rights at Work. These commitments are embedded in both our Code of Conduct and Supplier Code of Conduct, which prohibit forced labor, child labor and discrimination while promoting fair labor practices.

As a participant in the UN Global Compact initiative, we align our strategy with its ten principles covering human rights, labor, the environment and anti-corruption. Additional information is available in the Addendum (pg. 177).

Human rights are also a key pillar within gategroup's sustainability strategy. As part of this approach, deSter participates in group-wide initiatives and assessments that help identify and manage potential human rights risks across both our operations and supply chain.

Our performance

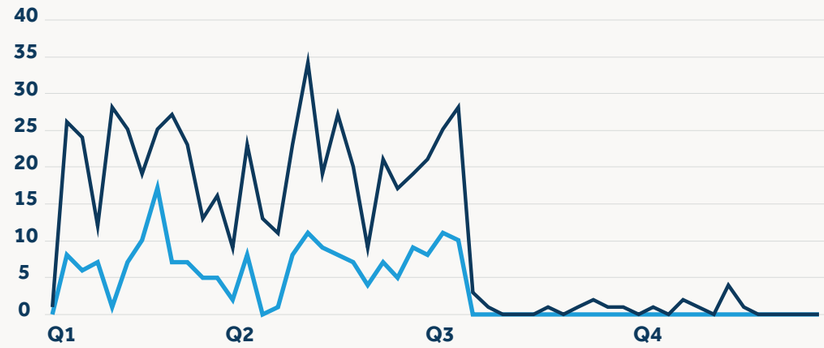
No cases of forced or child labor were identified within our workforce or supply chain during 2025. All manufacturing sites were included in gategroup's human rights risk assessment, providing valuable insights into potential risk and opportunities for improvement. At our Prachinburi manufacturing site, SMETA 4-Pillar audits identified overtime as an area requiring improvement.

Throughout 2025, local HR implemented measures to reduce overtime. As a result, no employees exceeded 24 hours of overtime during the second half of the year, and cases exceeding 16 hours of overtime also decreased significantly. Although the annual total remained relatively high, the downward trend in the second half of the year is encouraging and is expected to continue in 2026.

2025 RESULTS

Cases of incidents of forced or child labor within deSter or in supply chain	0
Manufacturing sites assessed for human rights risks (%)	100% (all locations included in the gategroup assessment)
Employees working more than 72 hours per week (Prachinburi, Thailand)	188

OVERTIME CASES IN PRACIHINBURI IN 2025



Human rights due diligence

In 2025, we further strengthened our Human Rights Due Diligence (HRDD) process, building on the framework established in 2024 and aligning with the UN Guiding Principles on Business and Human Rights. As part of this process, gategroup conducted a human rights assessment including stakeholder engagement, risk identification, assessment, consolidation, and management validation across both our operations and supply chain.

Through workshops with representatives from our Human Resources, Procurement, Legal, Internal Audit and ESG teams, we assessed potential human rights risks across our operations and supply chain. These discussions helped identify the areas with the greatest potential impact, resulting in five priority human rights topics.

Management reviewed and validated the findings, confirming that they represent potential areas of risk rather than actual violations, as appropriate controls and mitigation measures are already in place. The assessment also identified opportunities to strengthen our human rights risk management over time.

External audits

Our labor and human rights practices are regularly assessed through independent audits and certification programs, including:

- Sedex Members Ethical Trade Audit (SMETA): Barcelona completed its first SMETA 2-Pillar audit in 2025, while Hoogstraten and Prachinburi completed SMETA 4-Pillar assessments and continue implementing improvement actions.
- EcoVadis: deSter achieved an EcoVadis Platinum rating – the highest possible rating – for the second consecutive year in 2025.
- National certifications: Our Prachinburi facility successfully renewed its Thai Labor Standard Certificate, audited by SGS, in February 2025.

Focus for 2026

- Develop a company-wide remediation policy for child labor and human rights violations, complementing our existing policies with clear response procedures
- Continue annual audits, assessments and implementation of improvement actions.

WORKING WITH OUR SUPPLIERS ON SUSTAINABILITY

Sustainable procurement was identified as a material topic in our DMA, driven by stakeholder expectations around human rights, responsible sourcing, environmental impact, regulatory compliance, and supply chain risk and opportunities. These insights have helped guide our strategic priorities and the actions outlined below. More information on the DMA can be found on pages 38-43.

Our approach and progress in 2025

At deSter, our sustainable procurement efforts started with a focus on labor and human rights, ensuring our suppliers uphold fair and safe working conditions. As outlined in the previous section (pgs. 84-85), deSter is committed to treating employees fairly, and respecting labor and human rights across our operations. Beyond our own workforce, we expect the same standards from our suppliers.

Over time, our sustainable procurement program has evolved into a broader due diligence system that also covers environment and governance topics. The program includes several phases based on supplier risk levels. A graphic overview is provided on the right, and the next section summarizes the process and our achievements in 2025.

Supplier Code of Conduct

Our sustainable procurement program begins with the Supplier Code of Conduct. This document outlines deSter's expectations around ethical business practices, environmental responsibility, labor rights and compliance.

In 2025, 98% of our key suppliers signed the Code of Conduct, exceeding our target of 95% and reinforcing shared standards across our supply chain.

Risks assessments

Procurement decisions are supported by a structured risk assessment process. During the 2024–2025 assessment cycle, we evaluated nearly 90% of our procurement spend, including all traded goods and raw material suppliers. The assessment considered factors such as geographic exposure, supplier importance, and social and environmental risks. Based on this, suppliers identified as higher risk were selected for additional ESG questionnaires and audits.

The assessments showed varying levels of ESG maturity across our supplier network. Many suppliers demonstrated strong alignment with social responsibility expectations, while environmental and governance practices varied more significantly across regions. These insights have helped us identify where additional support and engagement may be needed to encourage continued progress across the supply chain.

Supplier ESG self-assessments

Based on the risk assessments, selected high-risk suppliers are required to complete an ESG self-assessment questionnaire developed internally by deSter. The questionnaire is designed around our expectations and business priorities, and responses are reviewed and rated internally on a scale of E to A, with E representing the lowest score and A the highest. The scoring is determined based on environment, social and governance dimensions. We ask about their policies, objectives, actions and compliance on these topics and calculate a score accordingly.

During the 2024–2025 assessment cycle, 87 suppliers completed the questionnaire. On average, European suppliers scored slightly higher than suppliers in APAC, while scores between traded goods and raw materials suppliers were generally similar.

On-site audits

Based on the self-assessment results, suppliers may be selected for an on-site ESG audit conducted by deSter. In total, 28 suppliers were identified as requiring physical site audits.

Our audits draw on recognized standards and frameworks, including ISO 14001, ISO 14064, FSC, SA8000, ISO 45001 and ISO 20400, as well as customer requirements. Particular attention is given to working conditions and environmental performance. To date, no cases of forced or child labor have been identified through our audits.

Since 2023, we have completed 53 on-site ESG audits, leading to corrective action plans (CAPs) and measurable progress.

SUSTAINABLE PROCUREMENT PROCESS

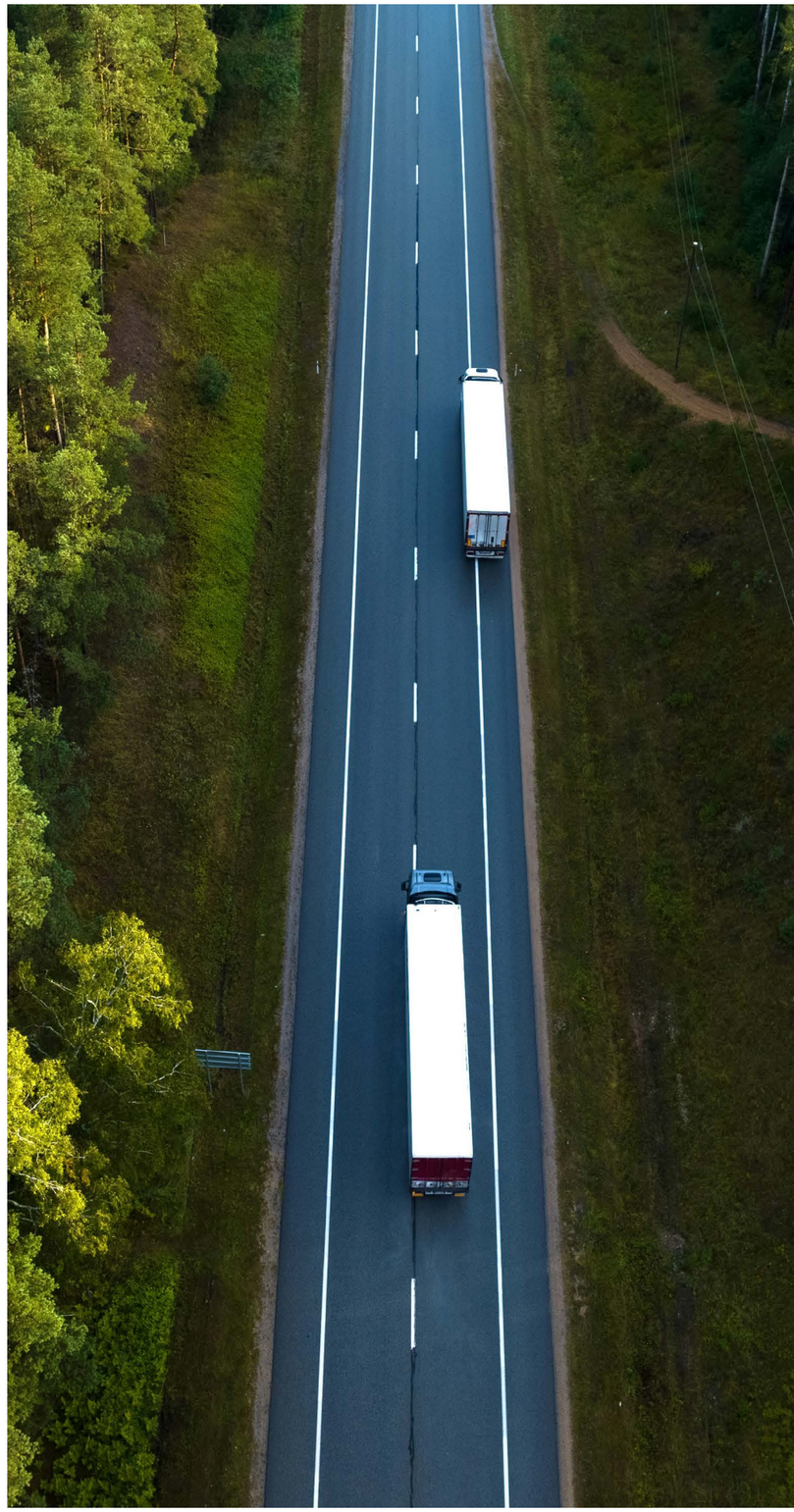
Signed Code of Conduct

Risk analysis

Supplier assessment questionnaire

ESG audit

Corrective actions



CAPs and supplier improvement

Following each on-site audit we share our recommendations and agree on a CAP with the supplier, including timelines for implementation. Progress is monitored through supplier ratings and follow-up assessments. Our goal is for all suppliers to achieve at least a C rating, if previously assessed at a D or E level.

In 2025, 10 supplier on-site audits were completed, with each supplier receiving a dedicated CAP. During the year, one supplier moved from a D/E rating to a C rating, reflecting meaningful progress in areas such as working conditions, emissions tracking and waste management. Suppliers that remained at a D or E level at the end of 2025 are currently still in the improvement process, with further progress expected in 2026.

Environmental performance and certifications

An encouraging trend across our supplier network is the growing focus on environmental monitoring and certification. More than 60% of our suppliers now track energy use, over half monitor water consumption, and around 30% report on carbon emissions. Overall, environmental monitoring continues to increase year on year among suppliers tracking environmental performance.

Many suppliers have also adopted renewable energy solutions, such as solar panels and green electricity. In addition, certifications continue to increase across our supplier base. Our partners hold certifications including ISO 14001, ISO 45001, SA8000, BSCI, and Sedex, reinforcing their commitment to responsible environmental and social practices.

Key actions in 2025

Training and supplier support

Training remains an important part of our sustainable procurement strategy. In 2024, our teams completed courses on greenhouse gas accounting, followed by webinars in 2025 focused on labor rights in supplier factories.

We also support suppliers directly by helping them better understand our expectations and improve their ESG practices.

In 2025, the global Procurement Team completed compliance training covering a wide range of topics, such as the Supplier Code of Conduct, company values, business ethics, sustainable procurement principles, supplier due diligence, anti-bribery and anti-corruption measures, and approval processes under the company's Global Authority Matrix Policy. The training also included guidance on integrating ESG and Supplier Code of Conduct requirements into procurement contracts.

In the first quarter of 2026, the two deSter colleagues responsible for on-site supplier audits – the Director Procurement Asia Pacific and the Regional Quality Assurance Manager – will complete a multi-day ISO 45001 Lead Auditor course to further strengthen their auditing skills and occupational health and safety knowledge.

Supplier engagement on carbon emissions

Reducing emissions across our value chain is a priority. In 2024, we launched a pilot greenhouse gas questionnaire involving 11 suppliers. In 2025, the initiative expanded to 15 suppliers and will continue growing in 2026, with the aim of improving data quality and identifying emission reduction opportunities. By 2035, we aim to involve 80% of our suppliers in this carbon engagement initiative.

To support suppliers on this journey, deSter also launched a portal for targeted suppliers, providing resources and guidance on topics such as scope 1 and 2 calculations, scope 3 accounting, target setting and emission reduction actions. By 2035, we aim to achieve full carbon engagement with our top 20 suppliers, meaning suppliers will share their scope 1, 2 and 3 emissions data, set reduction targets, and provide product carbon footprint calculations for the products we purchase.

Led by our Carbon Footprint Procurement Specialist, this program helps deSter better understand and manage scope 3 emissions, which are a key part of our climate goals.

To further strengthen our approach to emissions from purchased goods and service, deSter joined the Community of Practice on Decarbonized Supply Chains, organized by The Shift and BACA. More information about this program can be found on page 110.

Operational responsibility

We also addressed environmental risks within our own operations. At our Hoogstraten site, we introduced a supplier agreement to prevent plastic resin spillage during silo deliveries. This initiative clearly defines responsibilities for prevention and clean-up and supports our broader efforts around pollution prevention and operational excellence.

Looking ahead

In 2026, our sustainable procurement efforts will center on strengthening supplier transparency, improving risk management and further aligning our practices with group-level initiatives.

As part of this effort, gategroup will launch a new supplier assessment approach with EcoVadis. deSter will take part in the pilot project, which will include our suppliers above a defined spend threshold. This standardized screening approach will support risk evaluations, strengthen compliance with emerging regulations and improve the quality of responsible sourcing decisions. We will also explore how our current supplier evaluation methods can be integrated into the pilot while ensuring scalability and consistency across the organization.

On-site audits will continue to play an important role. In 2026, the focus will be on re-auditing suppliers that previously received D or E ratings. These follow-up audits will assess progress against CAPs and reinforce our commitment to continuous improvement and supply chain transparency.

Another focus area will be the next phase of our material supplier engagement program on greenhouse gas emissions, where we help suppliers further develop their carbon accounting and decarbonization efforts.

Finally, we aim to strengthen knowledge sharing across our procurement teams on sustainable procurement practices and ESG audits. In 2026, we plan to bring together procurement teams for a meeting focused on training and strengthening their ability to assess suppliers' ESG commitments and performance during visits and meetings.

Michel Gladines
Employee Production, Hoogstraten

SUSTAINABLE PROCUREMENT SUMMARY

	2024	2025	2025 TARGET
Supplier engagement			
Total suppliers	609	582	
Suppliers that signed our Code of Conduct	98%	98%	95%
Suppliers included in risk assessment	208	208	
High-risk suppliers identified	87	87*	
Supplier assessments			
ESG self-assessments completed	81	87	87
Suppliers completing GHG questionnaire	11	15	16
Audits and corrective actions			
Suppliers audited	21	10	15
Suppliers with CAPs	14	10	
Supplier performance and improvement			
Suppliers rated A–C	33%	40%	
Suppliers rated D	0.5%	10%	0%
Suppliers rated E	14%	40%	0%
Suppliers improved from D/E to C	28%	10%	
Suppliers improved from E to D	19%	0%	
Suppliers phased out due to non-compliance	0	0	

**No new risk assessment was conducted in 2025.*

PLANET

2025 RESULTS & UPCOMING PRIORITIES

This summary highlights our environmental performance in 2025 alongside our direction for 2030 to 2035. It focuses on key outcomes and trends, while detailed targets, actions and methodologies are explained in the following sections of this chapter

TOPIC	OUR **PLANET** GOALS	2025 HIGHLIGHTS	WHAT'S NEXT
ENVIRONMENTAL MANAGEMENT	**2025** All production sites ISO 14001 certified	Achieved goal: All manufacturing sites are ISO 14001 certified.	Integrate the latest ISO requirements into all site management systems. Drive continuous year-on-year improvement across all management systems.
GREENHOUSE GAS EMISSIONS	**REACH NET-ZERO CARBON** **2030** • Absolute reduction of 90% in scope 1 and 2 from 2019 baseline • Reduce absolute scope 3 emissions by 55% from baseline **2050** • Reach net-zero carbon across our value chain (scope 1, 2 and 3)*	58% absolute reduction in total scopes 1–3 emissions compared to 2019. Most emissions continue to come from our upstream and downstream supply chain.	Transitioning to a long-term decarbonization pathway aligned with the SBTi Corporate Net-zero Standard. Key actions include: • Expand supplier engagement program • Scale up circular product solutions and bio-based materials to reduce category 1 and 12 emissions • Decarbonize energy mix with on-site renewable electricity production and green electricity contracts
ENERGY	**REACH NET-ZERO CARBON** Scope 1 and 2 reduction targets Site-specific targets on electricity	25% of total electricity consumption was sourced from renewable electricity, meeting our global target for 2025. None of our manufacturing sites is currently on track to meet their energy efficiency targets.	Increase the share of renewable electricity through on-site generation and green electricity sourcing, with the goal of reaching 100% renewable electricity by 2030. Future efforts will include actions on improving energy efficiency per manufacturing site.
WASTE	**AVOID OPERATIONAL WASTE AND PRIORITIZE RECYCLING** **2030** • Achieve net-zero waste to landfill • Achieve 80% recycled waste	72% of operational waste was recycled, and only 2% was landfilled. Two of our sites are on track to meet their targets. The other two are below target, with improvements underway.	Continue reducing landfill waste and increasing recycling through site-specific improvement actions and awareness campaigns.
WATER	**MANAGE WATER USE** Reach site-specific water management targets	Water use increased at both Hoogstraten and Prachinburi, and neither is on track to meet its targets. Elevated heavy metals were identified in Hoogstraten.	In 2026, we will focus on water treatment installations in Hoogstraten and Prachinburi. In the coming years, we will assess water reduction opportunities in greater detail to help lower water consumption.
CHEMICALS	**SAFE USE AND DISPOSAL OF CHEMICALS**	Ongoing efforts continued to improve chemical management.	Site-specific targets were established for Hoogstraten and general continuous improvement for all sites.
POLLUTION	**AVOID POLLUTION** Reach site-specific pollution targets	Air emissions (NOx and SOx) at Hoogstraten declined by 13% compared with 2019. VOC emissions further decreased at both Hoogstraten and Prachinburi. Additional measures were introduced to reduce plastic pellet loss and pollution.	Continue reducing pollution through packaging improvements, cleaner heating solutions and stronger controls around plastic pellet losses.

OUR ESRS MATERIAL TOPICS RELATED TO PLANET
E1 Climate change, E2 Pollution, E3 Water and marine resources, E4 Biodiversity and ecosystems, E5 Resource use and circular economy (for waste own operations, other E5 topics are discussed in Product)

6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
13 CLIMATE ACTION

ENVIRONMENTAL MANAGEMENT

We use 2019 as our company-wide baseline year. Environmental management at deSter refers to how we identify, assess and manage our environmental impacts, risks and opportunities through global policies and site-level implementation. It encompasses the structures, processes and systems we use to assess context and effects, set targets, implement actions and monitor performance.

It is a cornerstone of our Planet strategy and directly addresses the material topics identified through our materiality assessment (pgs. 38-43). These include climate impact, resource use, environmental compliance and local environmental risks. Our environmental management framework ensures these priorities are consistently integrated across all sites, translated into concrete actions and governed through a robust global–local structure.

Our global approach

deSter applies a global approach to environmental strategy and target setting. Our Global Environmental Policy defines our commitments, material topics and targets, and is reviewed annually to ensure alignment with our long-term ambitions and stakeholder expectations. Our Sustainability Manager coordinates implementation across all sites, ensuring consistency, comparable reporting and shared learning.

At the end of 2025, we initiated our annual policy review. Several targets with a 2025 horizon were achieved, while others were updated or extended to 2030 to reflect our long-term direction. Progress against existing and new targets is presented throughout this chapter.

ISO 14001 alignment across sites

Each deSter production site operates within a unique regulatory, environmental and community context. For this reason, environmental management systems (EMS) are implemented at site level, translating our global material topics into local challenges, opportunities and actions. Through this approach, 100% of our manufacturing sites conduct site-specific assessments of environmental aspects, impacts, risks and opportunities.

This combined global–local approach ensures that what matters most at the company-wide level is effectively embedded in day-to-day operations across all production facilities.

Our site-level EMS follow the international ISO 14001 standard. To ensure full compliance, deSter pursues certification at each production site. By 2024, Hoogstraten and Barcelona were already ISO 14001 certified, representing 50% of our manufacturing plants. In 2025, Prachinburi and Lima successfully completed external audits and achieved certification. **As of the end of 2025, 100% of deSter's manufacturing sites are ISO 14001 certified** – a major milestone in our journey toward consistent environmental management across our global operations.

ISO 14001 certification provides a strong foundation for continuous improvement. In the coming years, we will continue to refine our systems and strengthen local measures to reduce our environmental footprint. The framework also supports the operationalization of our decarbonization strategy by embedding environmental risks, controls and continuous improvement into site-level processes.

In Hoogstraten, the EMS also served as the foundation for implementing an occupational health and safety management system under ISO 45001 in 2025. Integrating both standards into a single management system improves efficiency, strengthens ownership and enables closer collaboration between site operations and management. This integrated approach further strengthens risk governance by aligning environmental and safety-related risk identification within one framework. More information on ISO 45001 in Hoogstraten is available on pgs. 67-69.

> Successfully achieving ISO 14001 certification with zero non-conformities reflects the strength of our environmental management system and the dedication of our team. The audit verified that environmental risks are effectively managed through disciplined processes, strong compliance practices and a culture of continuous improvement.
>
> **Duane Cameron**
> **Production Manager,**
> **deSter**

Environmental governance and climate risks

Environmental and climate matters are overseen through the governance structure outlined in the Governance chapter. In summary:

- The LTM oversees our environmental strategy, targets and performance.
- Management is responsible for executing our decarbonization strategy and integrating climate considerations into operational and investment decisions.
- ESG, Operations, Procurement and Product teams jointly deliver decarbonization actions.

This governance structure ensures accountability for our 2030 and 2035 climate targets is integrated across all levels of the organization.

We externally verify our greenhouse gas emissions data and submit it annually to the Carbon Disclosure Project. In 2025, we received a C score (compared to B in 2024), and an internal review is underway to identify areas for improvement.

Environmental risks are managed at multiple levels across deSter. At the company level, oversight is provided through the Business Risk & Compliance Committee and the double materiality assessment, which covers all sites. At the site level, each manufacturing location conducts its own assessment of environmental risks, opportunities and impacts as part of its local environmental management system.

In 2026, gategroup will conduct a group-wide climate risk assessment with an external consultancy. deSter is included in the scope, and insights will inform our environmental strategy.

The gategroup Environmental Council

To strengthen environmental management across the wider organization, gategroup established an Environmental Council in 2025. The Council brings together experts from across the group to integrate environmental priorities, synchronize practices and accelerate progress.

In 2025, deSter shared its experience and lessons learned, including:

- Develop a list of environmental aspects and impacts for site-level use
- Developing an EMS manual
- Sharing best practices and outcomes from site-level initiatives
- Contributing expertise on scope 3 calculation methodologies

The Council will continue to drive these initiatives across gategroup in the coming years.

TRAINING & AWARENESS

Environmental training and communication are core components of our EMS and broader ESG strategy. Our goal is to build greater awareness and knowledge across the workforce while equipping key teams with the expertise needed to drive meaningful environmental progress.

In 2025, employees completed more than 1,000 hours of training on environmental topics, further integrating sustainability into daily operations. Here, we present an overview of environmental training initiatives and key communication efforts.

Formal training

- In **Hoogstraten**, internal auditor training for ISO 14001 and ISO 45001 was organized for members of the internal audit committee. In Q4, we launched an online HSE training for all employees. By the end of 2025, 96 employees completed the course, totaling 72 hours of training. This mandatory program will continue in 2026, supplemented by short "pulse" trainings on specific environmental topics in the coming years.

- **Prachinburi** delivered extensive environmental training as part of its ISO 14001 implementation. In 2025, employees completed 792 hours of external training on topics including the ISO 14001 standard, environmental aspect identification, environmental laws and regulations and internal auditor competencies.

- **Lima** also invested in training initiatives during the implementation of its EMS, with 129 hours of targeted sessions on sustainability practices, waste reduction and responsible resource use – averaging 3.14 hours per employee.

- **Barcelona** held a training session on correct waste separation for operators, who play a key role in sorting operational waste in production.

Informal communication and awareness

These formal efforts were complemented by ongoing awareness initiatives, ranging from Bicycle Day in Hoogstraten to participation in gategroup's Zero Waste Week, communication about waste trends by production department and the publication of our annual Sustainability Report.

In addition, we introduced an idea box in Hoogstraten, ESG commitment posters across all facilities, digital screens in canteens and internal newsletters covering topics such as EcoVadis, the updated environmental policy and highlights from our Sustainability Report. Awareness was further reinforced through town halls and regular updates on our internal website.

Upcoming actions

In 2026, we will continue cultivating both broad awareness and specialized knowledge. Key actions include continuing the online HSE program in Hoogstraten, launching targeted pulse trainings, repeating waste-sorting training in Barcelona to maintain awareness, and collaborating with gategroup on an environmental awareness campaign.

Office, Prachinburi

GREENHOUSE GAS EMISSIONS

Our net-zero ambitions

Climate change is one of deSter's most material sustainability topics and a core pillar of our Planet strategy. Our stakeholders – including customers, employees, investors and regulators – expect us to reduce the climate impact of our products and operations in line with a 1.5°C pathway.

The greenhouse gas (GHG) transition plan described in this section is a key part of our climate strategy and is guided by our double materiality assessment and ongoing stakeholder dialogue.

Our goal is to reach net-zero GHG emissions across our value chain by 2050, in line with the Paris Agreement's goal to limit global warming to 1.5°C above pre-industrial levels and the latest climate science. The Science Based Targets initiative (SBTi) has validated our near-term and net-zero targets.

OUR GREENHOUSE GAS REDUCTION TARGETS

Overall net-zero target:

- deSter commits to reach net-zero greenhouse gas emissions across the value chain by 2050.

Near-term targets

BY END OF 2025:

- Interim target: 25% absolute reduction in GHG emissions across all operations (scope 1, 2 and 3), compared to 2019

BY END OF 2030:

- deSter commits to reducing absolute scope 1 and 2 GHG emissions by 90.00 by 2030 from a 2019 base year
- deSter commits to reducing absolute scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution, end-of-life treatment of sold products 55.00 by 2030 from a 2019 base year

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Long-term target

2050:

- deSter commits to maintain a minimum of 90% absolute scope 1 and 2 GHG emissions reductions from 2030 through 2050 from a 2019 base year.
- deSter commits to reduce absolute scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution, end-of-life treatment of sold products 90,00% by 2050 from a 2019 base year.

Date of approval

In February 2025:

SBTi validated our near-term 2030 targets, and our net-zero target. Following the integration of emissions from the Nupik merger, we are now in the process of revalidating these targets with SBTi. Until this revalidation is complete, we will continue to report against the validated targets described above.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

APPROVED I **NET-ZERO SCIENCE-BASED TARGETS**

SBTi has validated that deSter's submitted greenhouse gas emissions reduction targets align with the SBTi Corporate Net-Zero Standard.

Our scope 1, 2 and 3 emissions

It is the first year for which we have GHG emissions data and serves as our most representative baseline, as emissions from 2020 onward were affected by the COVID-19 pandemic. Our GHG inventory is calculated in accordance with the Greenhouse Gas Protocol Corporate Standard and has been externally audited since 2022. This allows us to track progress over time and provides assurance to stakeholders regarding data quality. The following pages provide an overview of deSter's corporate GHG emissions for 2025 and the overall emissions trajectory.

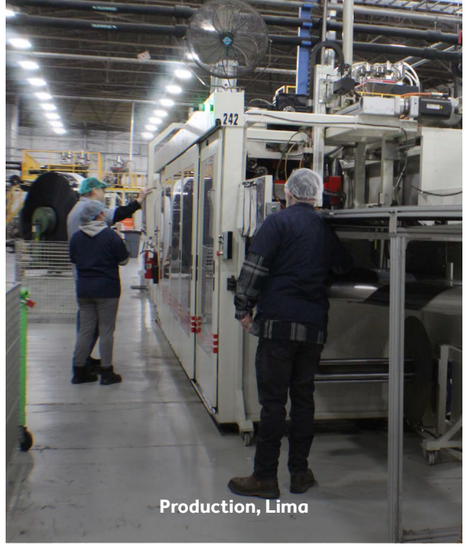
The graph below illustrates the share of deSter's total emissions by scope in 2025. Scope 3 accounted for the vast majority at 96%, followed by scope 2 at 4%, while scope 1 contributed just 0.3%.

A more detailed overview is provided in the table below, with scope-specific details outlined in the following chapters. These GHG emissions have been externally verified across all scopes.

Other applicable scope 3 categories are reassessed annually and calculated where relevant, but each currently accounts for less than 5% of total scope 3 emissions and is therefore not included in detail here.

Part of our GHG emissions trajectory involves continuous improvements in our inventory approach and calculation methods. In 2025, we made the following improvements:

- Quarterly tracking of environmental data from manufacturing sites (e.g., electricity, energy, waste and water)
- Updated emission factors to ecoinvent version 3.11
- Automated GHG calculations for scope 3 categories 1 and 12 via Power BI
- More granular data collection for scope 3 categories, enabling more accurate emission factors, especially through the shift from financial to activity-level data used in categories 1, 4 and 12
- Launched second phase of supplier engagement project, focused on carbon emissions



Production, Lima

Improvements planned for 2026

- Resubmit targets to the SBTi, incorporating Nupik and updating achieved targets
- Development of a system to calculate raw material emissions based on supplier location, replacing the current use of global emissions factors (which provide a conservative estimate)
- Assessment of options for a gategroup-level carbon accounting tool, moving to a more automated system

Outperforming our targets

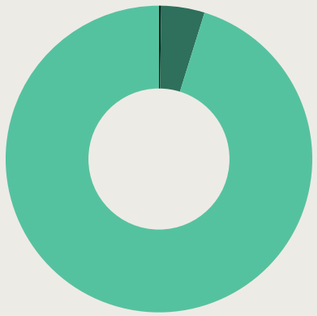
Compared with 2019, we achieved a **58% absolute reduction in total GHG emissions (tCO_2e) and a 53% reduction in GHG emissions per unit of annual turnover** by the end of 2025. Both our carbon intensity and our absolute emissions have decreased significantly, placing us ahead of our SBTi validated 2030 pathway.

Key contributors to this decline include:

- Reduced energy use and improved operational efficiency (scopes 1 and 2)
- Low-carbon electricity supply (scope 2)
- Circular product design and material substitutions (scopes 3.1 and 3.12)
- Optimized logistics and collaboration with transport suppliers (scope 3.4)

We will continue to monitor performance against our SBTi pathway and update our trajectory once the revalidation process is complete.

SHARE OF TOTAL GHG EMISSIONS BY SCOPE (2025)

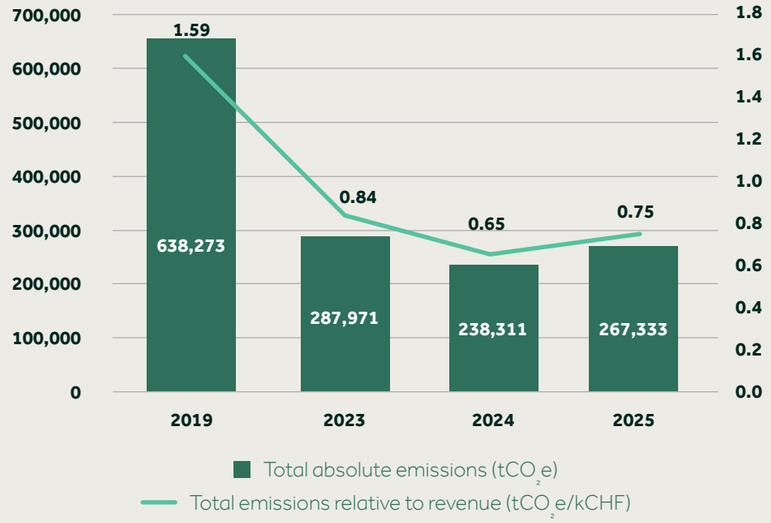


- SCOPE 1 | <1%
- SCOPE 2 | 4% market-based
- SCOPE 3 | 96%

DESTER'S SCOPE 1, 2 AND 3 EMISSIONS IN 2025

2025 GHG emissions	tCO_2e equivalent (tonnes)	Share of total
S1 – Stationary combustion	368	0.1%
S1 – Mobile combustion	165	0.1%
S1 – Refrigerants	217	0.1%
Total scope 1	**750**	**0.3%**
S 2 – Electricity (market-based)	9,791	3.7%
Total scope 2 (market-based)	**9,791**	**3.7%**
S3 – Cat 1: Purchased goods	203,367	76.1%
S3 – Cat 4: Upstream transport	11,995	4.5%
S3 – Cat 12: Product end-of-life	41,430	15.5%
Total scope 3	**256,792**	**96.1%**
Total greenhouse gas emissions	**267,333**	**100%**

ABSOLUTE AND REVENUE-ADJUSTED GHG EMISSIONS SINCE 2019



We are proud to have reduced our absolute GHG emissions while also lowering our emissions intensity. This result was achieved through various levers and actions across all scopes, embedded in our

For now, there is a clear focus on investments and actions that lead to actual emissions reductions, rather than relying on offsetting. In this section, we describe the different scopes and related actions in detail.

2025 GHG emissions	CO_2e (tonnes)
S1 – Stationary combustion	368
S1 – Mobile combustion	165
S1 – Refrigerants	217
Total scope 1	**750**

Scope 1: Direct emissions

Scope 1 emissions represent 0.3% of our total footprint. They are generated at our production sites in Hoogstraten, Prachinburi, Lima and Barcelona from three primary sources:

- Stationary combustion: Use of natural gas, LPG and fuel oil for heating
- Mobile combustion: Fuel use from company vehicles
- Refrigerants: Emissions from cooling production processes (excluding refrigerants from company-owned and -leased vehicles, 2% of cooling agents, 0.2% of scope 1)

Since 2019, our scope 1 emissions have steadily decreased. Between 2019 and 2025, scope 1 emissions fell by 45%, surpassing our 25% reduction target for 2025.

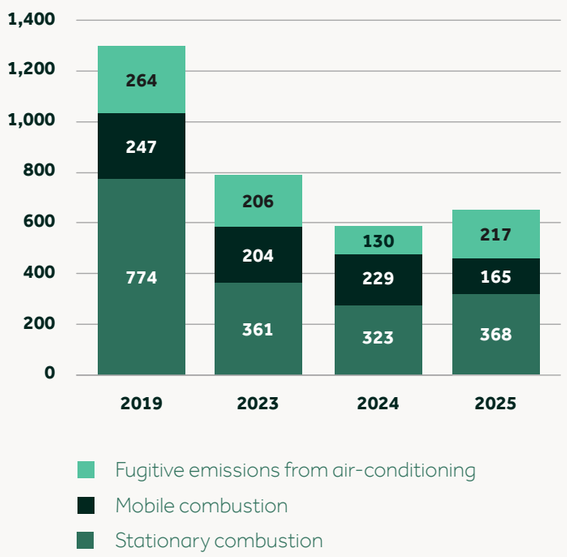
Key drivers

Among our production sites, Hoogstraten accounts for the largest share of scope 1 emissions, followed by Prachinburi. Stationary combustion, which represents the largest share, has significantly decreased (by 52%), linked to several actions to improve heating efficiency and transition to lower-carbon heating.

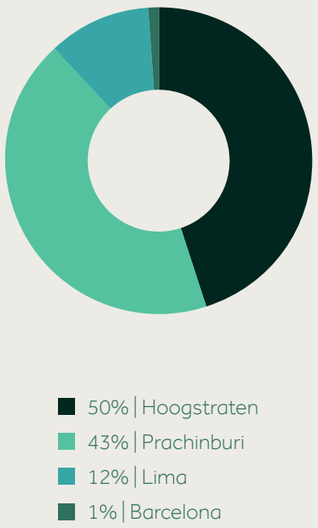
Additionally, in 2025, we began renovations of Prachinburi's canteen kitchen. As a result, the kitchen was not operational from June to December 2025, causing LPG consumption to drop to zero during that period. Mobile combustion also declined, linked to the switch to electric vehicles in Hoogstraten (more info below).

We also saw a decrease in refrigerant emissions, owing to our closed-loop cooling systems.

ABSOLUTE SCOPE 1 GHG EMISSIONS (TCO_2E)



SCOPE 1 BY SITE 2025



Key actions in 2025

Electrification of vehicles

At our headquarters, which has the largest share of leased company cars, we are transitioning from diesel and gasoline to electric vehicles. Since 2023, all new leased cars must be fully electric. Under the leasing arrangement, employees select a new car every four years, enabling deSter to gradually phase out diesel, gasoline and hybrid cars. By 2028, all company cars at our headquarters are expected to be fully electric.

In 2025, 53% of leased cars in Belgium were electric, 44% were hybrid and one diesel vehicle remains (1%). This is the first year that there were more electric vehicles than hybrid or non electric, demonstrating that the transition to fully electric vehicles is well underway. Compared to 2019, this switch is estimated to have caused decline of 94 tCO_2e in 2025. To ensure electric and hybrid company cars can be charged on site, 14 additional charging stations were installed in the Hoogstraten parking areas.

Efficient and lower carbon heating

In 2025, an unused building at the Hoogstraten site was renovated and brought back into operation. As a result, natural gas consumption resumed after having fallen to zero while the building was out of use. A new, highly efficient gas-fired heating unit was installed as part of the renovation, helping to minimize natural gas use and the associated emissions.

In addition, a heat recovery system was installed in Lima. The system captures heat from machines and chillers, then uses it to warm the factory during winter months, increasing efficiency and reducing the demand for additional heating.

Refrigerant management

Our cooling installations operate in a closed-loop system, meaning refrigerants are reused repeatedly, and emissions only occur in the event of a leak. These systems are regularly inspected and repaired to prevent or minimize leaks. In Lima and Barcelona, no leaks occurred in 2025, so we did not purchase any cooling agents resulting in zero refrigerant emissions at these sites. A small leak occurred in Hoogstraten, while Prachinburi experienced several leaks in 2025, although none occurred the year prior.

Energy audit and continuous improvement

In 2025, an energy audit was conducted at Hoogstraten by external experts. The audit assessed different options to optimize energy efficiency and increase green electricity production. Specific actions were identified, budgeted and evaluated for return on investment (ROI) on a high-level basis, including actions related to scope 1 emissions. For initiatives with a high return on investment (ROI), more detailed analysis will be conducted in the coming years to support implementation decisions.

Upcoming actions

- Continue replacing diesel leased company vehicles with electric alternatives in Hoogstraten, aiming for 100% electric cars by 2028
- Further investigate alternatives to oil-based heating in Hoogstraten (e.g., the use of residual heat from compressors)
- Assess and implement high-ROI actions identified in the energy audit and replicate successful measures across sites where relevant
- Continue the heat recovery pilot at our Lima production site

Scope 2: Electricity

Scope 2 emissions comprise 4% of our total emissions and are entirely attributable to the electricity purchased and used at our sites. deSter does not purchase heat or steam separately, nor does it sell any energy, making electricity consumption the sole source of our scope 2 emissions.

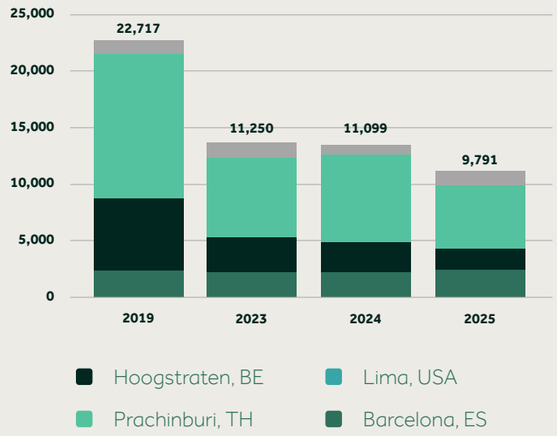
2025 GHG emissions	CO_2e (tonnes)
S2 – Electricity, location-based	13,020
S2 – Electricity, market-based	9,791

We calculate both location-based and market-based emissions, in line with the GHG Protocol. The location-based method considers the overall power grid where energy is consumed, focusing on the region's average carbon emissions. In contrast, the market-based method calculates emissions based on the company's energy purchase agreements and contracts. **For target-tracking and internal decision-making, we use the market-based approach.**

Similar to scope 1 emissions, deSter's scope 2 emissions have steadily decreased since 2019. In 2025, market-based scope 2 emissions saw a 57% reduction.

Prachinburi accounts for the largest share of scope 2 emissions. Although the site's electricity consumption is lower than Hoogstraten's, emissions are higher due to the more carbon-intensive electricity supply from the Thai grid.

MARKET-BASED SCOPE 2 GHG EMISSIONS BY LOCATION SINCE 2019 (TCO_2E)



Key actions

Decarbonizing electricity

In 2025, 25% of our electricity consumption was procured from renewable sources across our manufacturing sites through Guarantees of Origin (GOs) and Renewable Energy Certificates (RECs). In line with our renewable energy and scope 2 reduction targets. This led to a reduction of 3,228 tCO_2e in market-based scope 2 emissions.

In 2024, capital expenditure for a 2.3 MWp solar energy system at the Prachinburi site was approved. During 2025, part of the site's roofing was reinforced to support the installation, and by year-end, more than 3,200 panels were installed and operational. In the final days of 2025, the system generated 49 MWh of electricity. It is expected to produce approximately 3,000 MWh annually, supplying about 15% of the site's total consumption (based on 2025 levels).

In Barcelona, the renewal of our electricity contract was negotiated and agreed for 2026 and 2027. The new contract ensures that 40% of electricity will be sourced from green energy, confirming a continued supply of renewable electricity for our facility in Spain.

Improving energy efficiency in production

Improving energy efficiency in our production processes is a key focus within manufacturing. Over the years, several initiatives have been introduced and implemented, and improving energy efficiency remains a continuous effort.

In 2025, a new role – Continuous Improvement Manager, Global Manufacturing – was introduced to further support these efforts. The role focuses on implementing a structured, global improvement program across all manufacturing sites. Using a consistent "Lean and Continuous Improvement" approach, the manager identifies, prioritizes and monitors initiatives, with a specific focus on energy efficiency and process control. Just as importantly, the role supports cultural change by embedding a mindset of continuous improvement and strengthening Lean leadership at all levels.

Key priorities in the coming years include:

- Improving productivity and overall equipment effectiveness by reducing waste and variability
- Reducing energy and material consumption through more efficient processes and better process control
- Enhancing safety, quality and stability in production
- Supporting sustainable growth through scalable, data-driven and future-proof manufacturing processes

This role serves as an important link between operational excellence and deSter's sustainability goals, with a clear impact on costs, environmental performance and employee engagement.

On the purchasing side, a standard procedure for procuring new machines was implemented in Hoogstraten in 2025. Technical specifications now formally require machine suppliers to meet defined energy-efficiency standards and to consider broader environmental impacts.

At the same time, site-level initiatives focused on improving operational efficiency. In 2025, a heat recovery system was installed in Lima. This system captures heat from machines and chillers, then uses it to warm the factory during winter months, increasing efficiency and reducing the need for additional heating. LED lighting was also installed in the production area to ensure highly efficient lighting in Lima.

Another action is the introduction of an in-house compressed air leak detection program in Prachinburi and Hoogstraten. In Prachinburi, this resulted in energy savings of 147 MWh in 2025, and about 58 tCO_2e. In addition, a similar program is currently being piloted in Lima.

Production of compostables and reusables

Our product circularity approach is transforming our portfolio by introducing reusable and compostable items, which has also influenced our energy consumption. Compostable items require less energy to produce than plastic alternatives, while reusable items reduce overall production needs, lowering electricity usage.

For example, our compostable paper board cutlery is produced using highly efficient, servo-driven machines that require minimal compressed air. This results in up to 62% less electricity consumption compared to an average injection-molded plastic fork.

Over the years, we have increased the production capacity of paperboard cutlery lines in Hoogstraten and Prachinburi. By the end of 2025, three lines were operational in Hoogstraten and one in Prachinburi. Further details are available in the Product chapter of this report.

Analyses and audits

As mentioned in the scope 1 actions, deSter commissioned an energy audit by external experts in 2025 to meet regulatory requirements. The assessment explored opportunities to improve energy efficiency and expand our use of green electricity. The audit identified a range of actions, as well as high-level budget and ROI evaluations. Initiatives showing strong ROI will undergo more detailed analysis in the coming years to support implementation decisions.

> Our factory has successfully commissioned a 2.3 MWp solar energy system. Given Thailand's climate, we expect this output to remain stable year-round. The initiative supports our ISO 14001 and ESG commitments by reducing grid dependency, improving energy efficiency and lowering indirect carbon emissions. What's more, it marks an important step in our ongoing efforts toward more sustainable energy management.
>
> **Sebastian Luji, Manager Technical Support, Prachinburi, Thailand**

Upcoming actions

- Install solar panels in Hoogstraten, generating 1700 MWh of electricity per year and covering an estimated 8% of the annual consumption (based on 2025 levels). This is expected to reduce emissions by more than more than 200 tCO_2e annually
- Combine on-site generation and Guarantees of Origin to ensure that at least 40% of electricity consumption at our manufacturing sites is covered by low-carbon sources
- Monitor electricity consumption and compressed air in Hoogstraten production to set specific targets, enable comparisons, and engage employees while raising awareness
- Evaluate the results of the frequency driver installation in Lima; if successful, apply it to the other two compressors
- Test and, if successful, scale up a new, more energy-efficient drying machine in Hoogstraten

Site	Green electricity purchased (MWh)	Green electricity produced on site (MWh)	GHG saved with green electricity (tCO_2e)
Hoogstraten, BE	5,036 (GOs)	0	663
Prachinburi, TH	4,325 (RECs)	49	1,745
Lima, USA	792 (RECs)	0	327
Barcelona, ES	1,687 (GOs)	0	493

Scope 3: Value chain emissions

Scope 3 emissions account for 96% of our total footprint and are therefore a central focus of our decarbonization strategy. The GHG Protocol divides scope 3 emissions into 15 categories.

Based on our business activities, 11 are applicable to deSter. Four categories – 11 (use of sold products), 13 (downstream leased assets), 14 (franchises), and 15 (investments) – are not applicable and are therefore excluded from reporting.

We estimate emissions across all 11 applicable categories annually, and the graph below shows the percentage breakdown for the full year. Not all categories are reported in detail in this section; instead, the following pages focus on the material sources, defined as those representing more than 5% of our total scope 3 emissions, which are:

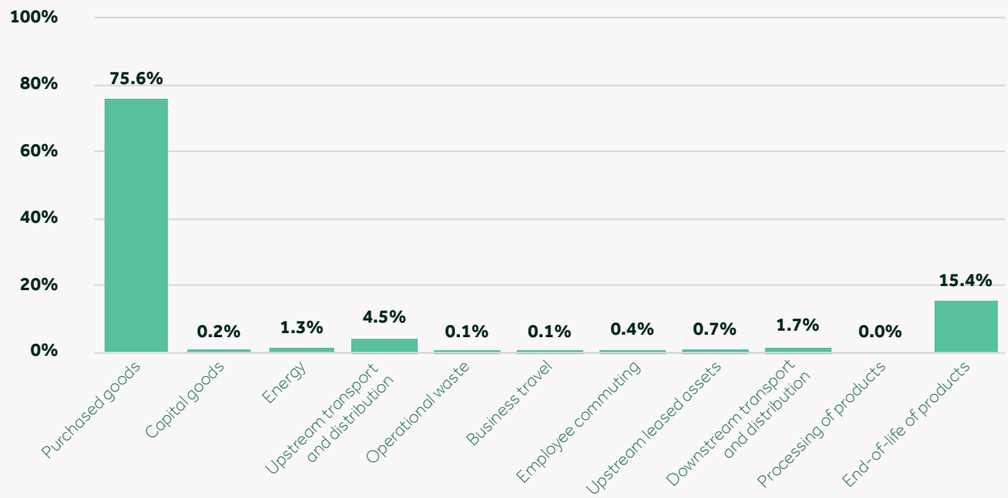
- **Category 1** (Purchased goods and services): Raw materials purchased to produce our products, as well as finished and semi-finished products we source
- **Category 4** (Upstream transport and distribution): Transport of materials and products to our factories and warehouses, as well as the transportation of our products to customers
- **Category 12** (End-of-life treatment of sold products): Waste treatment and disposal of our products at the end of their life by our customers

Together, these three categories accounted for 95.5% of our total scope 3 emissions in 2025.

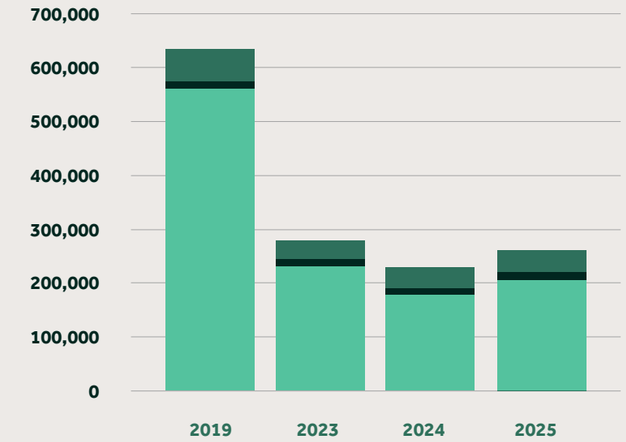
Taking into account the three major categories, overall scope 3 declined by 58% compared to 2019, surpassing our 2025 target of a 25% decrease in absolute emissions. The biggest decline occurred in category 1 (-63%), as this is our largest scope 3 category, it has a significant impact on our overall scope 3 results and total GHG reduction. Category 4 declined by 24%, while category 12 declined by 26%. More details on these categories are provided below.

Peter Hermans
Foreman, Hoogstraten

SCOPE 3 EMISSIONS IN 2025 BY CATEGORY



SCOPE 3 EMISSIONS PER YEAR



	2019	2023	2024	2025
Purchased goods (category 1)	542,481	228,866	171,930	203,367
Upstream transport and distribution (category 4)	15,785	9,196	11,888	11,995
End-of-life products (category 12)	56,000	37,192	39,815	41,430

Production, Lima

Category 1: Purchased goods and services

Purchased goods and services – covering the extraction, production, and transportation of goods and services purchased by deSter (cradle-to-gate) – make up 76% of our scope 3 emissions. Goods, including raw materials and traded products, comprise the vast majority of emissions in this category, while services account for only a small share. As a manufacturing and trading company, it's expected that goods will dominate this category.

We use an average-data method, multiplying the weight of items procured by emission factors per kilogram. Emission factors are mainly sourced from ecoinvent 3.11 and Ademe (for food and drink products). Global emission factors are applied to reflect our international supply chain. This activity-level approach covers all sites and entities under deSter.

A 63% reduction was achieved in category 1. The largest decreases occurred in plastics, metal and glass. Some materials increased, notably wood and fiber, as a result of our circular economy approach. By switching from single-use plastics and aluminum to compostable materials (wood and fiber) and reusable plastics (which require fewer tonnes of material), we have been able to achieve this significant reduction in category 1 emissions. More information is provided in the "Actions on scope 3" section.

Category 1 (Purchased goods and services), 2025	CO_2e tonnes	Share
Plastic	86,889	43%
Metal	35,516	17%
Paper	20,005	10%
Textile	20,696	10%
Amenity	18,389	9%
Food & drinks	10,735	5%
Porcelain	7,111	3%
Catering	2,183	1%
Other	875	0.4%
Wood	519	0.3%
Glass	415	0.2%
Fiber	34	0.0%
Grand total	**203,367**	

Category 4 (Transport), 2025	CO_2e tonnes	Share
Ocean (vessel)	4,321	36%
Road (trucks)	2,425	20%
Air	2,191	18%
Service	1,603	13%
Warehouse	665	6%
deSter Sustainable Solutions	636	5%
Courier	77	1%
Other	76	1%
Grand total	**11,995**	

Category 4: Upstream transport and distribution

Category 4 accounts for 5% of total emissions (11,995 tCO_2e) and includes transport of products from tier-1 suppliers to deSter sites, transport between facilities and distribution to customers – all carried out by third-party logistics providers. In short, this category includes all transportation and distribution services hired by deSter. As we do not own heavy-duty vehicles, all freight transport is handled by external firms.

The main transport modes used are ocean, road and air. Warehouse and services related to logistics services also represented a significant share of spend in 2025. Transport and logistics spend data was compiled by the Finance department by supplier and transport mode in a Power BI.

In 2025, we combined supplier-specific reported data, activity-based data and spend-based estimates to calculate emissions. Around 40% of total transport spend was covered by direct emissions reporting by suppliers. Two percent was covered using activity-level data for road transport. For the remaining share, emissions were estimated using spend-based methods.

For each transport mode, the average emission factor was multiplied by the transport provider spend (CHF). Courier emissions were estimated by multiplying spend by the overall average emissions factor based on air, road and ocean transport. For warehousing and logistics services, a spend-based emission factor was used.

A 24% reduction compared to 2019 has been achieved, mainly due to a decline in ocean transport emissions. As 40% of emissions are directly reported by suppliers, this reduction is likely to lower emissions reported by our freight forwarders. For ocean transport, our largest transport mode both in terms of costs and GHG emissions, we reached 92% supplier reporting, resulting in highly reliable, high-quality data.

Many of our largest contractors are also working on sustainability and have their own emissions-reduction targets, which contributes to the decline in our emissions. Additionally, transport is a sector where pricing and activity levels fluctuate over time. We will continue to focus on increasing the share of forwarders that report emissions directly.

Danny Van Roey
Employee Warehouse, Hoogstraten

Category 12 (End-of-life products), 2025	CO_2e tonnes	Share
Food and drinks	16,986	41%
Plastics	10,114	24%
Mix	5,256	13%
Fiber	3,795	9%
Ceramics	3,181	8%
Textile	1,611	4%
Paper	288	1%
Wood	153	0.4%
Metal	38	0.1%
Glass	6	0.0%
Grand Total	**41,430**	

Category 12: End-of-life treatment of sold products

End-of-life emissions account for 18% of our scope 3 emissions. This category covers the waste treatment and disposal of products sold by deSter. Emissions depend on product type (reusable vs. single-use), materials and waste treatment methods.

We use the activity average-data method, multiplying the weight of sold items by emission factors per kilogram. These factors are sourced from ecoinvent 3.11 and reflect a global, mixed-treatment scenario, which best represents deSter's global downstream supply chain, with customers using our products worldwide. From 2024 onwards, data from deSter x Nupik and deSter Frankfurt have been fully integrated into the activity-level based calculations.

Category 12 emissions reduced by 26% compared to 2019. The decline is strongly linked to lower end-of-life emissions from plastic products and a decrease in metal-related emissions. As with category 1, category 12 emissions depend heavily on the materials used in the products we put on the market. The decline in both plastics and metal is linked to our circular economy approach, which shifts deSter's products from single-use plastic and aluminum items to compostable alternatives or reusable products.

Compared with 2019, a clear overall decline is apparent in category 12 emissions. Although category 12 emissions were slightly higher this year compared to 2024 due to increased sales, we remain on course to deliver a 55% absolute reduction in scope 3 emissions by 2030, supported by our continued circular economy actions.

Actions on scope 3

As mentioned earlier, we have achieved significant reductions in scope 3 emissions through actions linked to our circular economy approach (categories 1 and 12) and through reductions in our transport emissions (category 4).

In addition, several ongoing and upcoming actions are described below.

Product circularity and renewable resources

Through our circular economy strategy, we have made significant reductions in two major scope 3 categories: category 1 (purchased goods) and category 12 (end-of-life treatment of sold products). By introducing paper and fiber alternatives for single-use items, phasing out aluminum and increasing reusable products, we have significantly lowered emissions in categories 1 and 12 since 2019.

Reusable products reduce the need for sourcing new materials and lower the total tons of materials sold, while renewable resources used in compostable items help decrease reliance on fossil-based materials and have lower emissions during the raw material stage. More details on our circular economy efforts can be found in the Product chapter of this report.

To further transition away from fossil-based plastics, the ISCC+ certification was implemented at our Hoogstraten site in 2024, and in Prachinburi in early 2025. This certification allows us to offer bio-based and bio-circular materials with a lower carbon intensity than traditional plastics to our customers.

Supplier engagement on GHG

deSter set the goal of achieving full carbon engagement with our top 20 suppliers by 2035. Meaning, our suppliers will share their scope 1, 2 and 3 emissions, set reduction targets, and provide product carbon footprint calculations for the products we purchase. By 2035, we aim to have 80% of our suppliers involved in this carbon engagement initiative.

As we work to reduce GHG emissions across our entire value chain, strong collaboration with our suppliers is essential. Together, we can build a more sustainable value chain that supports our shared strategic goals and meets growing customer expectations. We expect our key suppliers to actively engage in calculating, tracking and reducing their emissions. This information is also vital for improving the accuracy of our scope 3 emissions calculations.

In 2024, we launched a pilot project to engage suppliers on GHG emissions, which expanded throughout 2025. We made significant progress by analyzing data from the pilot group, creating a dedicated webpage for our suppliers with information and resources on carbon accounting, and sending a second questionnaire to a larger group of suppliers.

To strengthen our approach to scope 3 category 1 emissions, deSter joined the Community of Practice on Decarbonized Supply Chains, organized by The Shift and BACA. Between June 2025 and March 2026, our Environmental Footprint Manager and Procurement Manager took part in five sessions alongside peers from large Belgian companies.

The program focused on practical ways to reduce supplier emissions, including C level engagement, circularity and reduction strategies, business cases, and tools to better manage supply chain emissions. Participation helped strengthen alignment between sustainability and procurement, while providing useful insights to further develop our supplier engagement strategy, supported by practical learnings from peers.

Kevin Swaans
Supervisor PBC & Catering, Hoogstraten

Engagement with transport suppliers

In addition to the supplier engagement project focused on raw material and traded goods, we maintain close contact with our transport forwarders. In 2025, 40% of our total spend on third-party transport was covered by direct emissions reporting by these forwarders – a figure we expect to grow in the coming years. We also receive updates on their greenhouse gas reduction targets.

In upcoming tenders for road and ocean transport, we will formalize the requirements for forwarders to report greenhouse gas emissions related to deSter's shipments. These tenders will also emphasize the importance of climate action and other environmental and safety expectations we have for our forwarders.

Product carbon footprint

In addition to helping our suppliers with greenhouse gas calculations and reduction targets, we also strive to support deSter's clients to make informed decisions about the products they purchase. To support this endeavor, deSter offers an internally developed product carbon footprint (PCF) calculation tool.

Created in accordance with the Greenhouse Gas Protocol standards, the externally reviewed tool enables product comparisons based on emissions across their life cycles. This allows our customers to make more informed choices and align procurement with their sustainability strategies.

A key takeaway is that, while the tool provides comparative insights, carbon footprint calculations are based on assumptions and general factors, rather than exact figures. The tool has been designed to ensure transparency around the assumptions and data used, making it clear that its purpose is to compare products rather than provide precise emissions data.

Warehouse, Prachinburi

UPCOMING DECARBONIZATION ACTIONS

SCOPE	ACTION
Scope 1	2026-2028: Reduce mobile combustion emissions in Hoogstraten by transitioning to an electric fleet
	2026-2030: Reduce heating oil consumption
	2030: Start to offset to compensate remaining emissions
Scope 2	2026-2030: Green electricity increase: yearly increase of 15% to 100% from 2030 on
Scope 3	2026-2050: Reduce emissions through circular economy improvements (reusables, compostables and recycled materials)
	2026-2030: Phase out PS, reducing related emissions annually and achieving a full phase-out by 2030
	2030-2035: Reduce aluminum use annually, achieving a full phase-out by 2035
	2050: Begin offsetting the remaining estimated 10% of emissions

Looking ahead

We recognize that achieving overall net-zero by 2050 requires sustained action and investment. Over the coming years, we will focus on:

- Completing the revalidation of our SBTi targets, including the integration of deSter x Nupik
- Further decarbonizing our energy mix through on-site renewables and green electricity contracts
- Scaling circular product solutions and bio-based materials to reduce category 1 and 12 emissions
- Expanding supplier engagement and improving data quality in scope 3
- Strengthening the link between our double materiality assessment, stakeholder expectations and our climate transition actions, ensuring that our roadmap remains responsive to evolving risks, opportunities and regulations

Through these actions, we aim to reduce our own emissions and support our customers and partners in their transition to a low-carbon future. Financial planning for our decarbonization strategy currently operates on a project-level basis. Investments are made in specific initiatives (e.g., solar energy), with their potential impact on greenhouse gas emissions considered as part of the decision-making process.

At present, we do not have a formal internal carbon pricing mechanism. In the coming years, we expect to develop a more structured approach to financing our decarbonization initiatives and actions, financial details related to these investments are not disclosed in this report, due to confidentiality.

The table above shows our current view of how corporate greenhouse gas emissions could change over time, based on today's plans and assumptions. We will continue to refine this pathway as our decarbonization plans evolve.

ENERGY

Our approach

Energy consumption was identified as a material topic through our double materiality assessment, due to its strong link with climate change mitigation and operational resilience. Stakeholders expect deSter to reduce dependency on fossil-based electricity and increase energy efficiency across its sites.

It is important to note that energy consumption at our manufacturing sites is primarily driven by electricity, which accounted for approximately 98% of total energy usage in 2025. Heating oil represented 2%, while natural gas and LPG each accounted for less than 1%. As a result, this section focuses on electricity.

Electricity consumption reduction targets have been established for each of our manufacturing locations, to address our energy-related risks and opportunities, as well as direct GHG emissions. In the long term, deSter aims to become a more electricity-efficient manufacturer, reducing dependency on fossil-based electricity, switching to green sources and lowering our scope 2 emissions to reach net-zero by 2030. These long-term goals are translated into short- and medium-term targets. The focus is on electricity consumption relative to production output, allowing for meaningful comparisons despite fluctuations in demand and production levels.

SHARE OF ENERGY SOURCES

Our energy consumption targets

By end of 2025:

- 25% of electricity used at manufacturing plants to come from renewable sources (either self-generated or procured)
- **Hoogstraten:** Achieve a 6% reduction in electricity consumption compared with 2019, relative to production output
- **Prachinburi:** Reduce electricity consumption by 5% compared with 2019, relative to production output, excluding new technology lines (WMF)
- **Lima:** Achieve a 10% reduction in electricity consumption compared with 2021, relative to production output
- **Barcelona:** Reduce energy consumption by 5% compared with 2024 in plastic manufacturing lines, relative to the production output

Since our production technologies and product mix have changed significantly since 2019, efficiency trends based on the old baseline are no longer meaningful. Therefore, as part of the 2025 Global Environmental Policy Review, we realigned electricity efficiency targets to a 2025 baseline.

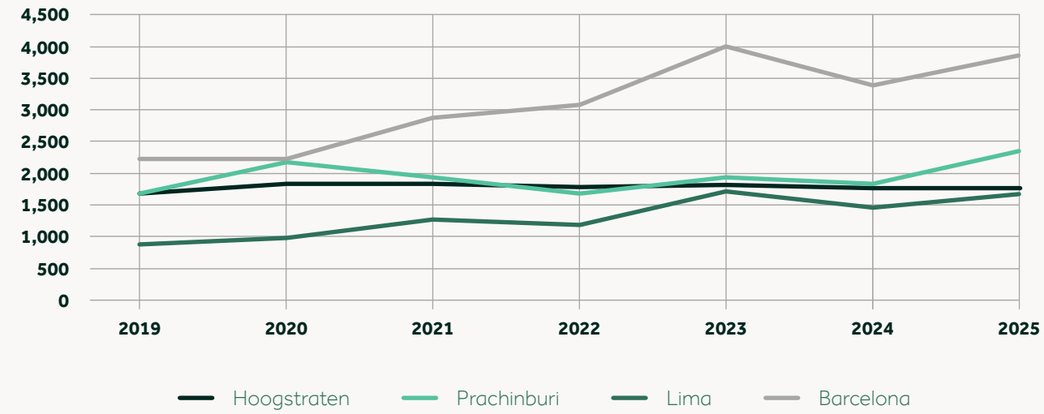
By end of 2026:

- **Hoogstraten:** Install solar panels with an estimated annual energy production of 1700 MWh
- **Prachinburi:** Ensure the 2.3 MW capacity solar panel installation is fully operational, and monitor its production and consumption
- **Lima:** Achieve a 10% reduction in electricity consumption compared with 2025, relative to production output
- **Barcelona:** Reduce electricity consumption by 5% compared with 2025 in our plastic manufacturing lines, relative to production output

By end of 2030:

- Source 100% of our manufacturing sites' electricity from renewable sources (own production or sourced)
- Achieve net-zero carbon for the energy we use (scopes 1 and 2). This means reducing fuel and electricity consumption by 2030, switching to green energy alternatives, and offsetting any remaining GHG emissions
- **Hoogstraten:** Achieve a 5% reduction in electricity consumption compared with 2025, relative to production output
- **Prachinburi:** Achieve a 5% reduction of electricity compared with 2025, relative to production output

ELECTRICITY RELATIVE TO PRODUCTION OUTPUT (MWH / TONNE)



Performance

As explained earlier, our revised energy targets are based on a 2025 baseline. In this report, we will disclose the progress toward our previously set targets for the end of 2025 (compared with 2019) and explain the overall trajectory.

Globally, deSter achieved its target of covering 25% of electricity consumption with green electricity in 2025, with an actual result of 25%. We achieved this by procuring renewable electricity at each site and generating electricity from the new solar panel installation in Prachinburi.

At the site level, however, a different picture emerges. Although we implemented multiple actions related to energy efficiency, none of the sites achieved the electricity efficiency targets we set for 2025. This can be explained with changes in production techniques and products, which makes the electricity efficiency baseline from 2019 less representative of current operations. Additionally, production output in 2025 was lower than in 2019. Since a portion of electricity consumption remains constant regardless of production levels, lower production values resulted in lower measured efficiency.

These results show that additional actions and attention are needed to improve efficiency. Improving electricity efficiency is a key lever for achieving our scope 2 GHG targets and strengthening our operational resilience.

Actions

Several actions have already been implemented, and more are planned to bring results back on track with our targets. The "Greenhouse Gas Emissions" section of this report details our energy initiatives under Scope 1 (fuel and gas sources, pgs. 102–103) and Scope 2 (electricity, pgs. 104–105), including key actions in 2025 and planned for 2026 to improve energy efficiency.

Solar panels, Prachinburi

WASTE MANAGEMENT

Our approach

As one of our material topics, waste management within our own operations is a priority and an important part of our environmental management systems. Here, we address operational waste generation at our manufacturing sites, while waste linked to sold products is detailed within the "Product Circularity" section (pgs. 132–137) in the Product chapter.

Our overall goal for operational waste is to reduce landfill to 0, maximize recycling rates, and ensure hazardous waste is disposed of safely and correctly. To achieve this long-term vision, we follow the waste hierarchy outlined in the European Union's Waste Framework Directive (75/442/EEC). Guided by this framework, we:

- Minimize waste generation, prioritizing reuse and recycling
- Incinerate residual waste for energy recovery, avoiding landfill disposal unless required by local regulations
- Avoid hazardous waste, wherever possible, ensuring any unavoidable materials are properly collected and treated
- Established both global and site-specific waste-reduction goals, with a particular focus on our manufacturing sites

Operational waste targets

By end of 2025:

- **Hoogstraten:** Reduce residual (non-hazardous waste sent to incineration) by 10% by weight, relative to output, compared to 2019.
- **Prachinburi:** Reduce waste by 5% by weight, relative to output, compared to 2019
- **Lima:** Reduce waste by 5% by weight, relative to output, compared to 2021; achieve zero hazardous waste sent to landfill

By end of 2026:

- **Lima:** Reduce absolute materials waste by 25%; increase reuse of materials (repairable parts) by 30%
- **Barcelona:** Achieve a 5% reduction in the "Water containing TNT residues" waste category at the paper cup plant, relative to the weight of printed paper blanks, compared to 2025 levels

By end of 2030:

- Net-zero waste to landfill across internal operations. Meaning, no operational waste is sent to landfill unless required by national or international regulations, and waste must be reused, recycled or recovered wherever possible
- 80% of operational waste recycled
- **Hoogstraten:** Reduce residual waste by 40% by weight, relative to output, compared to 2019
- **Prachinburi:** Reduce waste by 10% by weight, relative to raw material input, compared to 2019; landfill disposal strictly limited to hazardous waste classified under Thai DIW and Public Health regulations
- **Lima:** Reduce waste by 10% by weight, relative to output, compared to 2021; no waste sent to landfill

By end of 2050:

- Net-zero waste across all deSter manufacturing operations

Performance

Details of our waste-related metrics are available in the Appendix under Metrics overview Planet (pgs. 162-163). Below, we outline progress toward our targets and highlight other key figures.

General results

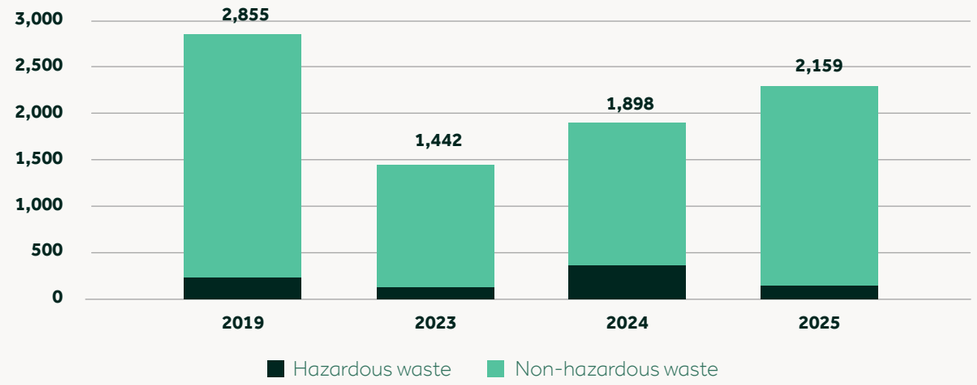
Compared to 2019, total waste generated across our three factories decreased by 20% in 2025 (see graph), supporting our goal of achieving net-zero waste by 2030. Hazardous waste declined by 45%, while non-hazardous waste – the largest portion of our waste stream – fell by 18%.

As shown in the graph below, waste treatment continues to shift toward recycling, which accounted for 73% of total waste. This puts us on track to achieve our 2030 target of an 80% recycling rate. The share of waste sent to incineration lowered, to 26%

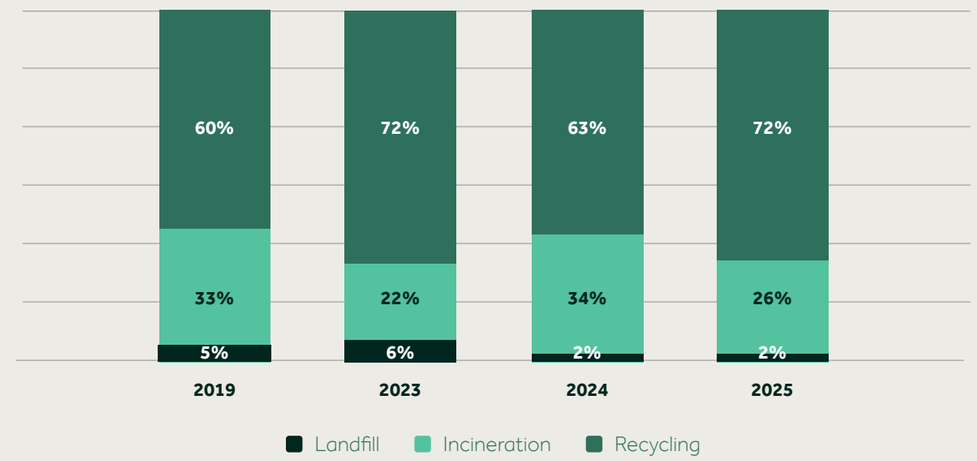
Meanwhile, landfilled disposal was only 2% of total waste, supporting our goal of reaching net-zero landfill by 2030. No hazardous waste was landfilled. The small amount of waste sent to landfill related to non-hazardous waste from our Prachinburi site, where certain waste streams must go to landfill as defined by Thai legislation.

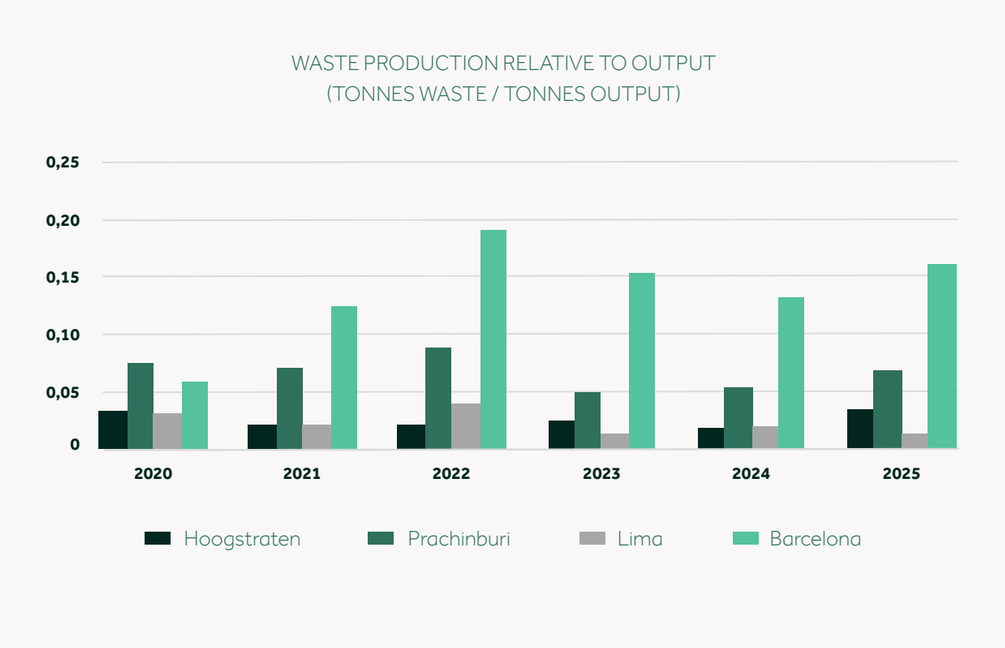
Furthermore, hazardous waste accounted for only 6% of our total waste in 2025. Of this, 66% was recycled and the remainder incinerated – an improvement from last year, when 81% of hazardous waste was incinerated. For non-hazardous waste, recycling rates were even higher: 71% was recycled, 26% incinerated, and 2% landfilled.

TOTAL OPERATIONAL WASTE IN TONNES PER YEAR



WASTE TREATMENT METHODS BY YEAR





Waste generation per site

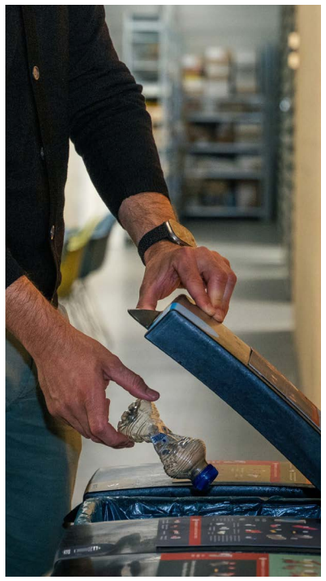
At the site level, Hoogstraten generates the largest share of waste (59%), followed by Prachinburi. Barcelona accounts for 13% of total operational waste, while Lima contributes just 1%. These differences largely reflect output volumes and processes. Hoogstraten and Prachinburi had the highest output, which naturally resulted in greater waste generation. Barcelona operates with somewhat different production processes and is still scaling following the acquisition, while Lima has been able to keep waste to a minimum. Overall, the distribution of waste across sites aligns with their respective production characteristics.

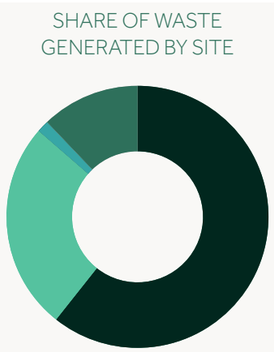
The site-level results presented here are expressed in relative terms (tonnes of waste per tonne of output), in line with our targets. Overall, two sites are on track, while two are behind.

Hoogstraten reduced residual waste (non-hazardous waste sent to incineration) by 32% compared to the 2019 baseline, significantly exceeding the original reduction target of 10%. Lima also exceeded its target, reducing waste by 82% compared to 2021.

Prachinburi did not meet its target, with waste increasing by 36%. The reasons for this increase are currently unclear and will be investigated further. At our recently acquired Barcelona site, waste increased by 2% compared to 2024, largely reflecting a 30% increase in production output by weight over the same period.

Overall, these results show that deSter is on the right track in achieving its operational waste targets. While progress is strong, certain site-level targets require additional attention. The following section outlines waste-related actions implemented in 2025, as well as new initiatives planned for 2026 to further improve performance and ensure all targets remain in reach.





Actions in 2025

Employee awareness

Effective waste management begins with our employees. Proper sorting ensures that waste streams remain clean and separated, so they can be treated or recycled appropriately. As in previous years, we continued to promote waste management and recycling awareness in 2025 through targeted communication and simple, visible initiatives:

- In April, we supported a gategroup waste campaign focused on reducing food waste and improving sorting practices.

In Hoogstraten, we:

- Integrated waste data analysis and communication at the production department level
- Introduced an additional "other chemical waste" stream in production to improve separation

Reducing operational waste

Resource efficiency in Lima remained strong in 2025, with scrap at 2.6%. This reflects strong process control, effective quality monitoring, and ongoing waste reduction efforts. Practices such as accurate machine setup, preventive maintenance, and operator training help minimize operational waste from production processes.

Another initiative to reduce waste involves the CHEP pallet pooling system. At Hoogstraten, part of our pallet supply operates through this closed-loop system. In 2025, this approach helped avoid approximately 0.48 tonnes of wood waste.

> It feels good to have one fiber technology feed another, turning pressed board residues into value while we keep improving our wet-molded fiber quality.
>
> **Senne Henderieckx**
> **R&D Engineer**

Recycling and reusing materials

Waste management forms an important part of every site's environmental management system. Because waste regulations and treatment partners differ locally, this aspect is managed at site level.

To minimize internal waste and optimize resource use, systems are in place across our production sites to repurpose waste materials into new products. For example, our internal plastic regrinding process transforms waste, such as plastic film, into pellets that are then reused in production. In 2025, total plastic regrind, compounding and reuse volumes totaled 2,133 tonnes at Hoogstraten, 1,266 tonnes at Prachinburi, and 909 tonnes at Lima.

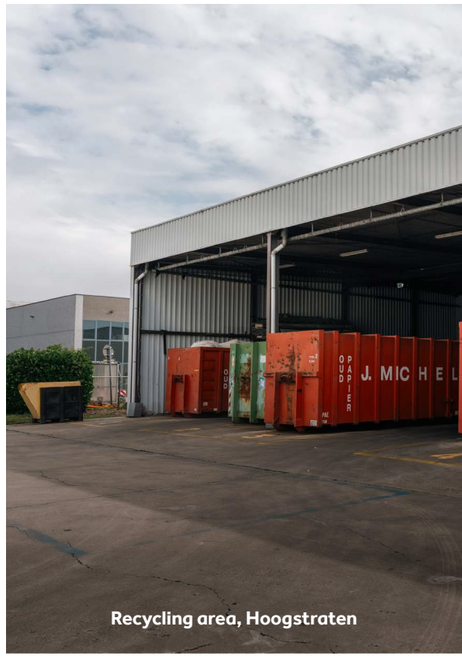
A further initiative focuses on reusing paper waste from cutlery production by incorporating it as raw material in our wet-molded fiber production line. In 2025, a paperboard cutlery line became operational in Prachinburi, enabling residual paper to be used in fiber manufacturing. An ongoing R&D project aims to increase the share of paperboard residues in these products. During 2025, a comprehensive review of waste streams at Hoogstraten also identified opportunities for optimization. Key improvements included:

- Separating and recycling sugar tubes, which were previously disposed of as residual waste
- Sending floor sweepings to a recycler rather than residual waste treatment, reducing incineration and increasing recycling by 27 tonnes

Upcoming actions

Waste remains a key environmental aspect across all deSter manufacturing locations and is incorporated into each site's ISO 14001 environmental management system. Initiatives to ensure continuous improvement will be implemented in coming years, tailored to site-specific waste streams, local regulations and treatment options. These actions include:

- **Hoogstraten:**
  - Introduce a separate recycling stream for plastic straps
  - Organize a site clean-up initiative with employees to remove litter around the facility
- **Lima:**
  - Assess the feasibility of a reservoir system to collect used mop water and identify external partners for responsible disposal
  - Investigate a sifting method to separate plastic flakes from floor sweeping waste, so the material can be reused or recycled


Recycling area, Hoogstraten

WATER MANAGEMENT

Our approach

Water has also been identified as a material topic in our DMA, both in terms of operational water consumption and the risk of pollution from potential leaks in our wastewater discharge.

To determine where water-related targets should be prioritized, we evaluated water stress levels at deSter's production facilities using the World Resources Institute's Aqueduct Water Risk Atlas. According to both current data and projections for 2050, the Hoogstraten and Lima sites are located in regions with low water stress. For this reason, Lima falls outside of the scope of our water targets. However, Hoogstraten remains in scope due to its relatively high consumption and related costs.

Both Prachinburi and Barcelona are situated in regions facing high water stress. Nevertheless, Barcelona's water use is limited to sanitary and kitchen needs, as no water is required for production. As a result, Prachinburi and Hoogstraten are the relevant sites for water management within deSter's operations.

Based on this assessment, we developed localized approaches and targets focused on water consumption and pollutants at these two sites.

Site-specific targets:

By end of 2025
Hoogstraten

- Reduce water consumption by 10% compared to 2019, relative to production output
- Ensure zinc levels are below the legal threshold
- Maintain all measured particles within regulated discharge limits and evaluate monitoring results to determine if corrective actions are required

Prachinburi

- Reduce water consumption by 10% compared to 2019, relative to output, excluding the new wet-molder fiber production line

By end of 2026:
Hoogstraten

- Investigate opportunities to increase rainwater harvesting capacity
- Install end-of-pipe wastewater treatment to ensure heavy metal levels remain within legal thresholds
- **Prachinburi:** Install an on-site wastewater treatment system

By end of 2030:
Prachinburi

- Construction of a 500m³ rainwater reservoir

Performance

An overview of water-related metrics is available in the addendum (pgs. 164–165). Below, we have summarized progress against our targets and key actions.

In 2025, both absolute and relative water consumption increased in Hoogstraten and Prachinburi:

- **In Hoogstraten**, relative water consumption increased by 10%, while absolute consumption remained similar to 2019 levels.
- **In Prachinburi,** relative water consumption increased by 31% (excluding water used in wet-molded fiber production).

These trends indicate that we are currently not on track to meet our water consumption targets, and additional measures will be required to improve water efficiency at both sites.

In Hoogstraten, zinc levels decreased in 2025, falling below the legal threshold and meeting our target. However, elevated levels of other heavy metals were detected, likely due to corrosion in the cooling system piping. In response, we plan to install an end-of-pipe treatment system in 2026 to reduce heavy metal levels in discharged water.

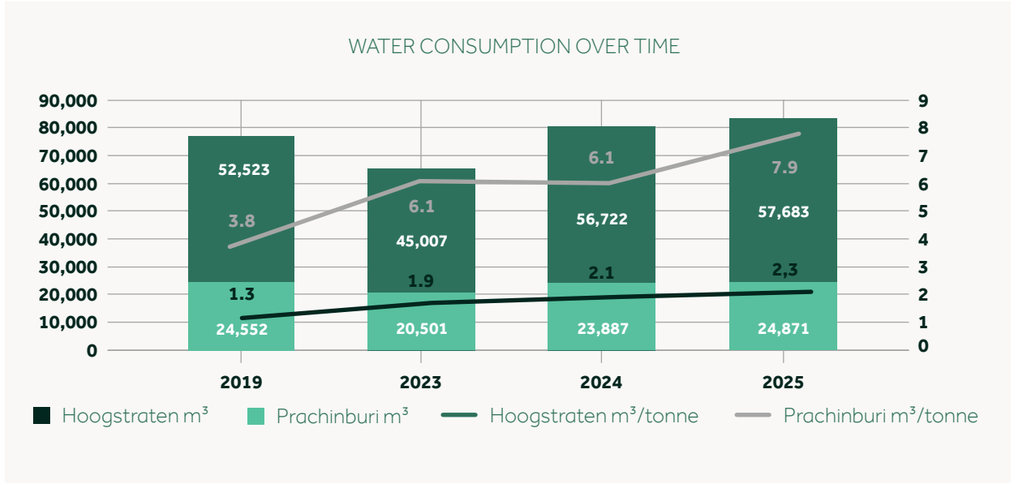
At Prachinburi, wastewater test results show that particle levels remain well below legal limits, meaning this target has also been achieved.

Overall, our water performance is currently behind target and further actions are required. Additional resources will be needed to reduce water consumption in our production processes.

On wastewater, steps planned for 2026 (including on-site treatment systems) will help bring Hoogstraten back on track to ensure all discharged particles remain below legal thresholds.

Actions in 2025

In the first half of 2025, an important modification was implemented in the cooling system used for paperboard cutlery production. Due to rising water consumption linked to this production line, an adjustment was made, integrating the process water into an existing closed-loop system, allowing greater water reuse and improved efficiency. This change is estimated to save 1,700 m³ of water per year.



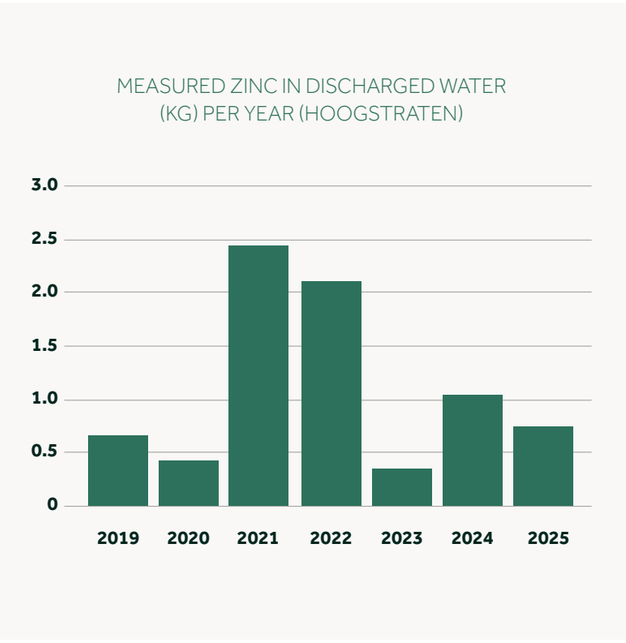
Every year, we conduct external analyses to monitor the water quality and particle levels at the Hoogstraten and Prachinburi sites. These measurements help us stay compliant with legal thresholds and identify potential improvement measures.

In 2025, deSter launched a project to investigate ways to reduce heavy metals in wastewater. Several treatment technologies and suppliers were evaluated, with end-of-pipe treatment identified as the most promising solution. The investment decision is expected to be finalized in 2026, followed by the installation of the system.

Upcoming actions

In 2026, we plan to implement the following initiatives:

- Install an end-of-pipe wastewater treatment system in Hoogstraten to address heavy metals discharged in water
- Install an on-site wastewater treatment system Prachinburi



CHEMICALS

Our approach

At our manufacturing sites, chemicals are used for cleaning and as additives in specific production processes. We are committed to minimizing their impact on both people and the planet.

We have established an overall approach with recurring targets, aiming for continuous improvement. Our key actions include:

- Selecting the least harmful substances for our production processes and replacing harmful materials with safer alternatives whenever possible.
- Clearly labeling all chemicals.
- Storing chemicals in dedicated, protected areas to reduce exposure risks for employees and the environment.
- Ensuring protective equipment and safety practices are readily available and commonly used to minimize injury in case of accidental exposure.
- Sorting and treating chemical waste through accredited external partners.
- Requiring safety data sheets (SDS) for all materials used in production, which are reviewed by our quality department to ensure compliance with regulations.
- Verifying that all materials sourced and used in Europe meet REACH regulatory standards.

Our chemical-related targets:

End of 2026

- **Prachinburi:** Make all SDS available in Thai.
- **Hoogstraten:**
  - Set up a new system to account for and track chemicals.
  - Replace all CMR chemicals (substances classified as carcinogenic, mutagenic, or toxic for reproduction) used with alternatives that are non-CMR.

Actions in 2025

Chemicals are an important environmental and safety topic. We want to use safe chemicals with a low impact on the environment in our processes. In 2025, the focus was on maintenance and compliance, as a lot of improvements were covered in the years before. 2026 will have more specific actions on chemicals in Hoogstraten.

Chemical agents in Hoogstraten

The environmental and health and safety management system in Hoogstraten covers chemical agents too. In 2025, several actions were taken.

First, a process has been established for procuring chemical goods, requiring that all chemicals be reviewed and approved by the HSE manager before they are ordered. Once approved, chemicals do not need to go through the approval process again, but any new types of chemicals must be approved first.

Secondly, an overview was prepared of the biocides used on site to verify that they comply with local regulations and that the appropriate preventive measures are included in the instructions for use.

In 2024, the gas containers used in Hoogstraten were reviewed. Together with our suppliers, we determined which could be removed, which were still needed, and how they should be stored. In 2025, we continued this process by adding new information boards to the storage units, clearly indicating what is stored and how it should be handled.

Continuous improvement in Thailand

Prachinburi made significant improvements in chemical management in 2024. One action taken in 2025 was the installation of spill trays beneath liquid chemicals to contain any leaks.

Work is also ongoing to make Safety Data Sheets (SDS) available in Thai for all chemicals. By the end of 2025, 40% (72 of 178) of SDS had been made available in Thai, with full coverage planned by April 2026.

Upcoming actions

Hoogstraten

- A new R&D lab will be established in Hoogstraten with improved chemicals management measures integrated into the new environment.
- We will develop and implement a new workflow with the R&D department to introduce and approve new materials in Hoogstraten.
- A new internal system will also be developed to track chemicals and monitor consumption on site, replacing the previous external software, which has been discontinued.

Prachinburi

- The lacquer paint used on the aluminum production line will be switched from a solvent-based to a water-based alternative, which is less polluting and safer for employees to work with. The lacquer being replaced is used across most of our aluminum products.
- Safety instruction cards for every chemical agent used at deSter will also be reviewed and updated in 2026.

Lima

- In 2026, we will assess whether any maintenance-related chemicals can be replaced with safer alternatives.

Viktor Seuntjens
R&D Engineer, Hoogstraten

PREVENTING POLLUTION

Our approach

We strive to minimize the pollution generated by our products and production processes. Soil and air pollution related to our operations are considered material topics and are addressed in this section. Pollution related to substances of concern is covered in the previous section on "Chemicals", while downstream pollution linked to product waste is discussed in the Product chapter.

As part of our Global Environmental Policy, we have established targets and actions focused on reducing emissions, preventing pollution and improving environmental performance across our locations.

Air pollution

See our GHG emissions targets for 2025, 2030 and 2050 in the "Greenhouse Gas Emissions" section (pg. 99).

By end of 2025:
Hoogstraten:

- Reduce volatile organic compounds (VOCs) by 40% compared to 2019, relative production output
- Reduce NOx emissions by 50% compared to 2019, relative to production output
- Reduce SOx emissions by 50% compared to 2019, relative to production output

Prachinburi:

- Reduce VOCs from polystyrene (PS) processing by 80% compared to 2019, relative to production output

Following a new best-practice study by VITO (the Flemish Institute for Technological Research), we determined that the VOC emissions factors used for our plastics needed to be updated. The study also showed that VOCs are linked not only to the processing of single-use polystyrene items, but also to some materials used in reusable products. As a result, we decided against setting a VOC emissions reduction target from 2025 onwards, as we do not want to discourage the production of reusable items. Instead, we will continue monitoring and reporting our VOCs annually and ensure they remain well below legal thresholds and do not pose risks to employee health. In addition, we will separately monitor VOCs linked to single-use items to ensure they continue to decline towards near-zero levels.

Revised goals:

- **Annually:** Monitor and report VOCs related to plastic production, distinguishing between single-use and reusable production, and ensure emissions remain below legal thresholds.
- **By 2030 (Hoogstraten):**
  - Reduce NOx emissions by 50% compared to 2019, relative to degree days per year
  - Reduce SOx emissions by 50% compared to 2019, relative to degree days per year

Soil pollution

See our 2025, 2030 and 2050 waste reduction targets in the "Waste Management" section of the Planet chapter (pg. 116).

- **Hoogstraten**: We have been working with external experts to address two oil leak incidents that affected soil at the site. Remediation will continue until resolved, followed by ongoing monitoring.
- **By 2030 (all sites)**: Introduce a risk analysis procedure for new machines or production lines across all our manufacturing sites, based on Hoogstraten's approach.

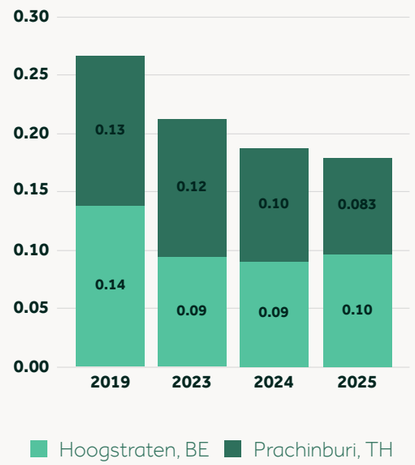
Our progress

VOCs emitted during our production processes have declined sharply since 2019, primarily due to reduced processing of polystyrene products (see our phase-out targets in the "Responsible Resource Use" section on pg. 138). In 2025, Hoogstraten achieved a 30% relative reduction in VOCs compared to 2019, while Prachinburi achieved a 35% relative reduction.

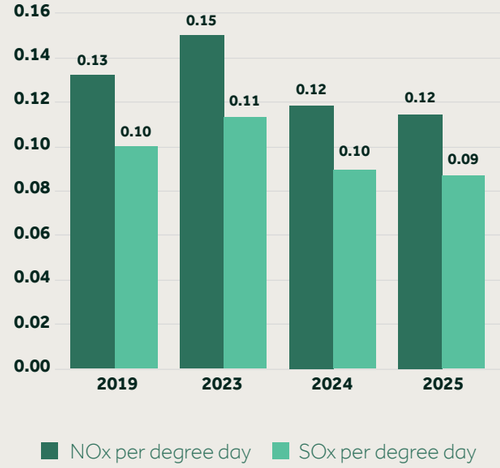
NOx and SOx emissions are generated through the combustion of heating oil used to warm our buildings in Hoogstraten. As we explore and implement alternative solutions, such as electrical heating systems and heat recovery from production processes, we expect both heating oil use and related emissions to decline.

To account for yearly temperature differences and heating needs, we report on NOx and SOx emissions relative to degree days (a measure of outdoor temperatures below 16.5° C, used to indicate heating requirements for buildings). This enables us to measure emission reductions independently of weather fluctuations. Absolute NOx and SOx emissions are included in the metrics overview on pgs. 164-165. In 2025, relative NOx and SOx emissions declined by 13% compared to 2019 and by 3% compared to 2024. While we did not meet our initial target of a 40% reduction, the overall trend remains positive. Our revised target of a 50% reduction by 2030 is considered achievable, and we will continue exploring alternative heating methods to further reduce our heating oil consumption in the coming years.

VOC EMISSIONS RELATIVE TO PRODUCTION OUTPUT PER SITE (KG/TONNES)



NOX AND SOX EMISSIONS HOOGSTRATEN, BE PER YEAR RELATIVE TO DEGREE DAYS (KG/DEGREE DAYS)



Actions in 2025

Volatile organic compounds

VOC emissions have decreased significantly since 2019, largely driven by a major reduction in polystyrene processing. Aligned with our Circular Economy and Responsible Use of Plastics objectives (see the Product chapter), we are actively phasing out PS-based products. This shift has reduced the use of PS across our production site and, in turn, lowered VOCs. In 2025, we continued phasing out of certain PS products.

Plastic pellet pollution

Throughout 2025, we implemented several actions on preventing plastic pellets from entering the environment:

- **In Lima**, we installed drain screen protectors on all our indoor and outdoor floor drains to prevent materials from entering the drainage system.
- **In Hoogstraten,** we incorporated OCS (Operation Clean Sweep) principles and spill clean-up procedures into our environmental training sessions and employee onboarding. Additionally, two extra sieves were installed on gutters, alongside routine inspections and clean-outs to help prevent plastic from entering the drainage system.
- We developed an addendum for the bulk deliveries of plastic pellets at the site in Hoogstraten, outlining loading procedures, spill response measures and truck inspection requirements before vehicles leave the site, helping to prevent pellets from entering the environment during transport.

Soil remediation in Hoogstraten

Two separate oil leak incidents occurred at the Hoogstraten site – the first in 2012, the second in 2024 – contaminating part of the soil. Remediation measures have been in place for several years for the earlier leak, and since 2024 for the more recent incident.

In 2025, remediation at the 2024 leak site was successfully completed and the project was formally closed. Remediation and monitoring continued at the 2012 leak site, supported by regular assessments from a specialized external firm.

Upcoming actions

- Continue phasing out polystyrene products, with full elimination expected by the end of 2030
- Continue soil remediation at the Hoogstraten plant following the 2012 oil leak until the soil is cleared and approved by the relevant authorities
- Conduct a new assessment of air emission points in Hoogstraten
- Evaluate opportunities at the Lima site to reduce the use of aerosol cans and identify actions to support this transition
- Procure and install a robot sweeping machine in Hoogstraten to automatically collect plastic pellet waste from extrusion and regrinding
- Further implement the transport addendum for non-bulk plastic pellet suppliers
- Continue investigating alternative heating solutions to replace heating oil
- In response to the European Union's new regulation on the prevention of plastic pellet losses, a compliance review is planned for 2026 to identify any additional actions required. As plastic pellet loss prevention is already integrated into our ISO 14001 environmental management system, the goal is to incorporate the new legislative requirements into existing processes.

PRODUCT

2025 RESULTS & UPCOMING PRIORITIES

This summary highlights our performance in 2025 alongside our direction for 2030 to 2035. It focuses on key outcomes and trends, while detailed targets, results and actions are explained in the following sections of this chapter.

TOPIC	OUR **PRODUCT** GOALS	2025 HIGHLIGHTS	WHAT'S NEXT
PRODUCT CIRCULARITY	**CHAMPION CIRCULAR ECONOMY** **By end of 2030** • Ensure 100% of products are reusable, compostable or recyclable • Phase out polystyrene (PS) items **By end of 2040** • Achieve a zero-waste product portfolio, with every product sold having a confirmed circular end-of-life solution **Annually** • Support customers in reducing their carbon footprint via more sustainable product choices • Phase out unnecessary single-use plastics	Increased revenue from sustainable packaging and tableware products (reusable, compostable or recyclable) to 95% of total packaging and tableware revenue. The total weight of single-use plastics sold decreased further and is now 50% lower compared to 2019. We advanced several R&D projects and completed multiple product carbon footprint calculations to help our customers better understand the impact of their choices.	Continue expanding our portfolio of reusable, compostable and recyclable products, with the ambition of maintaining at least at 95% sustainable packaging and tableware revenue across both foodservice and airline markets. In foodservice, we will focus on the growth of smart reusables, including RFID-enabled solutions and automated deposit return systems. In the airline sector, we will continue to develop reusable products where operationally feasible, while advancing recyclable, compostable and recycled-plastic alternatives for applications where reuse remains challenging.
RESPONSIBLE RESOURCE USE	**ADVANCE RESPONSIBLE RESOURCE USE AND PROTECT BIODIVERSITY** **PLASTICS** **By end of 2030** • Phase out PS items **Annually** • Continue increasing the use of bio-based plastics	Achieved an 81% reduction in PS used in products sold by weight compared to 2019. The volume of rPET products sold by weight remained 33%, similar to 2024 but still significantly higher than 2019. Plastic products made from renewable resources increased from 3% in 2024 to 8% in 2025.	Continue promoting PET and rPET for applications such as drinking cups and lids, where transparency is required, and reusable alternatives are not yet viable. We are technically ready to increase the use of plastics from renewable sources; however, higher materials costs remain a challenge and continue to limit broader customer adoption.
	FIBER **By end of 2030** • Food-contact products: Source 80% of paper, wood and fiber from sustainably managed forests • Non-food-contact products: Achieve 40% recycled fiber content	The share of FSC-certified products reached 38% in 2025, down slightly from 41% in 2024 due to lower sales of food-contact fiber products that included FSC-certified materials. Advanced several R&D projects focused on fiber-based products.	Continue increasing the share of FSC- and PEFC-certified products through a dedicated cross-functional action group. Prepare for compliance with the EU Deforestation Regulation (EUDR). Continue with R&D projects focused on fiber-based products.
	ALUMINUM • 2035: Phase out single-use aluminum items		38% reduction in aluminum use compared to 2019 Continue develop and offer alternatives for aluminum products
CONSUMER HEALTH AND SAFETY	**ENSURING THE HIGHEST PACKAGING SAFETY** **2026:** Ensure all fiber-based products are PFAS-free **Annually:** • BRCGS A rating for all sites • Keep complaints under 0.2 per 1,000 production hours	Complaint rates per 1,000 production hours decreased to 0.1, remaining well below the target of 0.2 complaints per 1,000 production hours. Hoogstraten, Prachinburi and Lima achieved A and AA ratings in their BRCGS audits, meeting their targets. Barcelona received a C rating in its first BRCGS audit. By the end of 2025, 74% of our fiber-based products were PFAS-free (without intentionally added PFAS), compared to 71% at the end of 2024.	Commission a new laboratory in Hoogstraten and maintain a continuous focus on product quality and food safety, keeping the target of 0.2 compliant rate. Complete the phase-out of intentionally added PFAS by August 2026.

OUR ESRS MATERIAL TOPICS RELATED TO PRODUCT
E2 Pollution, E$ Biodiversity and ecosystems, E5 Resource use and circular economy, S4 Consumer and end-users

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
14 LIFE BELOW WATER
15 LIFE ON LAND
17 PARTNERSHIPS FOR THE GOALS

DEFINING SUSTAINABLE PRODUCTS

A major part of deSter's sustainability strategy revolves around our products. We continuously develop solutions designed to minimize negative impacts on people and our environment. Our stakeholder engagement, together with our risk, opportunity and impact assessments, has helped define clear priorities for our product portfolio (see pgs. 38-43). These priorities can be grouped into three key pillars, which together define our sustainable products:

Product circularity: Designing for reuse, recyclability, and compostability. These circular principles are central to our sustainability approach, guiding us toward zero waste and minimizing the impact of our products throughout their lifecycles.

Responsible resource use: When sourcing plastic and fiber, we prioritize recycled, renewable, and certified materials to limit our products' contribution to biodiversity loss and climate change.

Consumer health and safety: We actively manage potential physical and chemical risks associated with the use of our products, ensure regulatory compliance, and work to phase out harmful substances.

deSter's sustainable product strategies and targets are outlined in our Global Environmental Policy. The policy is reviewed annually with input from internal stakeholders and customers, endorsed by leadership, and available on our website. In this section, we report on the progress on the targets we set.

To remain proactive in assessing the impact of regulations on both our business and ESG strategy, we closely monitor developments. This ensures compliance by timely and helps keep our stakeholders well-informed. Additional information on product compliance can be found in the Governance chapter of this report.

Annelies Devos
R&D Engineer, Hoogstraten

Jelle Tibax
Product Engineer, Hoogstraten

PRODUCT CIRCULARITY

Approach

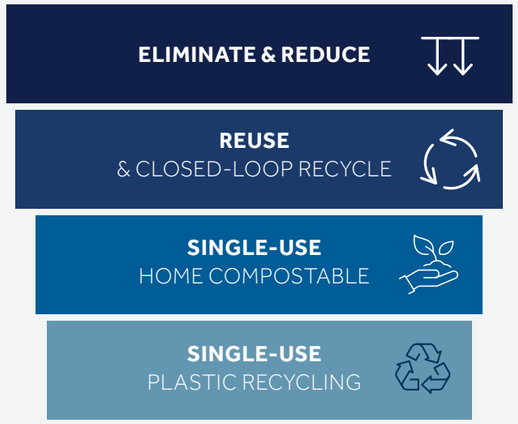
We strive to reduce the environmental impact of our products, particularly at the end-of-life stage. Waste management remains a challenge in both our travel and foodservice markets, making it essential for us to support the transition from a linear to a circular economy. Our product circularity approach applies to everything we sell, with a primary focus on food packaging and serving concepts – categories that make up most of our portfolio and have the greatest environmental impact.

Our vision is guided by the Circular Economy, the New Plastics Economy movement (launched by the Ellen MacArthur Foundation in 2016), the waste hierarchy framework, and various EU regulations, such as the Single-Use Plastics Directive (SUPD) and the Packaging and Packaging Waste Regulation (PPWR). This approach aims to keep products and materials in the economy – and out of the environment – by preventing waste from the start.

To achieve zero waste, we focus on four pillars, as depicted in our product circularity hierarchy:

- **Eliminate and reduce:** In collaboration with our customers, we assess each product's necessity and identify opportunities to reduce or eliminate items where possible. We also strive to minimize the number and types of materials used in each product.
- **Reuse and closed-loop recycling:** We prioritize replacing single-use items with reusable alternatives made from recycled or renewable materials. Wherever possible, we design products for circular systems that enable them to be collected, recycled and transformed into new items at our facilities. We also support the development of innovative reuse systems.
- **Single-use home compostable:** In cases where reusable products are not feasible, we offer alternatives to single-use plastics that can be recycled or home-composted. With home composting, products can break down naturally and enrich the soil without industrial composting.
- **Single-use plastic recycling:** In some cases, such as when extended shelf life is critical, single-use plastic packaging remains necessary. In these instances, we ensure that all materials are preferably made from recycled or renewable sources. We advise customers on proper waste management practices to prevent products from entering the environment and promote closed-loop recycling wherever possible.

Our product circularity hierarchy



Based on the EU waste framework and circular economy principles

Phasing out unnecessary single-use plastics

We work closely with our customers to phase out unnecessary single-use plastics – items for which sustainable alternatives exist and where recycling cannot be guaranteed. Our current focus areas include:

Single-use plastic cutlery:

- Fully phased out in the EU
- In other markets, offered only as a transitional solution while customers shift to more sustainable alternatives

Single-use plastic cups:

- Transitioning to reusable, paper and rPET alternatives

Other single-use plastic items:

- We collaborate with our customers to identify phase-out opportunities aligned with the product circularity hierarchy.

Reducing carbon footprints through our products

As outlined in the Planet chapter, shifting to a more circular product portfolio is one of the main drivers behind carbon footprint reductions, both for our company and our customers. Product circularity actions – such using lower weight, opting for renewable inputs, switching to reusable items, enabling closed-loop recycling, and optimizing transport through local production – all contribute to lowering the environmental impact of our products.

We are committed to further supporting our customers in reducing their carbon footprint through our products. Our internal product carbon footprint tool helps them make informed choices by comparing the footprints of different products (more info on pg. 135).

Reducing environmental impact through design

Design is one of our most effective tools for reducing the environmental impact caused by using our products. The majority of our products are designed in-house, and sustainability principles have long been embedded in our development process. We stay at the forefront of technological advancements to ensure our products are safe, functional, durable, ergonomic, and as environmentally friendly as possible.

Lightweight solutions: We strive to reduce product weight without compromising quality, durability or user experience. Our thoughtfully engineered lightweight solutions use fewer materials, lower transport emissions, and deliver the performance our customers expect.

Optimized design and material use: For reusable items, we prioritize durability by selecting optimal materials and refining product design to extend the lifespan. We also analyze each product's lifecycle to identify opportunities for improvement.

Low stacking height: Products are designed to stack efficiently, reducing secondary packaging and minimizing transport volume.

No harmful substances: Our products are designed to prevent the release or ingestion of harmful substances during use. We ensure full compliance with European and national safety regulations (See the "Consumer Health and Safety" section for more details).

User-centric design: We collaborate closely with all stakeholders – including caterers, crews, restaurant owners, product experts, engineers, and our manufacturing and supply chain teams – to ensure each product is fine-tuned and optimized before production.

Our product circularity targets

Since 2020

- Introduce only products that are reusable, compostable or recyclable

By end of 2026

- Maintain at least 95% of total packaging portfolio revenue from products that are reusable, compostable and recyclable
- Achieve 20% of packaging revenue from reusable and compostable solutions
- Reduce the weight of PS sold by 85%, compared to 2019

By end of 2030

- Ensure 100% of products are reusable, compostable or recyclable, while continuing to work with customers
- Phase out PS sold by weight, achieving at least a 95% reduction compared to 2019

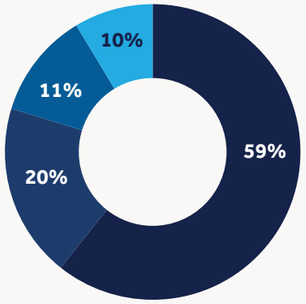
By end of 2040

- Achieve a zero-waste product portfolio, with every product sold having a confirmed circular end-of-life solution

Annually

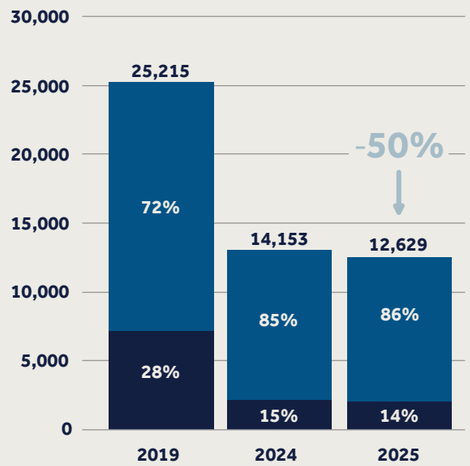
- Support customers in reducing their carbon footprint through more sustainable product choices
- Phase out unnecessary single-use plastics by replacing them with reusable or compostable alternatives

REVENUE BY PRODUCT GROUP 2025



- Packaging and tableware
- Comfort items
- Premium tableware
- Service items and others

SINGLE-USE PLASTICS SOLD BY WEIGHT (TONNES)



- SUP Non-recyclable
- SUP Recyclable

Performance

Approximately 60% of our product portfolio consists of packaging and tableware products, which is why this category is included in our circularity assessment. The data reflects our progress in making products reusable, compostable and recyclable. While we have not yet established specific targets or tracking mechanisms for other product groups, circularity principles are embedded throughout our design process.

In 2025, we further increased revenue from sustainable packaging and tableware products to 95% total packaging and tableware revenue. Of this, 46% came from compostable products (up from 44% in 2024), 29% from recyclable products (31% in 2024) and 20% from compostables (18% in 2024).

The share of revenue from recyclable products decreased slightly as some products were transitioned to reusable or compostable alternatives. As a result, revenue from non-recyclable products declined further and now represents just 5% of our total packaging and tableware revenue.

The total weight of single-use plastics sold continued to decline and is now 50% lower than in 2019.

Actions

R&D: Circular products

In 2025, significant research and development efforts focused on new production techniques and materials. Our R&D team, consisting of six dedicated employees, works to develop more sustainable solutions and alternatives across both plastic- and fiber-based items. As many R&D projects span several years, the highlights below reflect initiatives at different stages of development in 2025.

Fiber

- Installed a new paperboard cutlery line in Prachinburi
- Developed FORTA, an innovative new paperboard cutlery design that offers a lower-weight alternative
- Continued researching into alternative coatings for paperboard spoons, with the potential to further reduce product weight
- Began in-house production of paper cups and Flustix-certified paper cups in Barcelona, enabling local production in Europe
- Advanced the development of lamination-free, ovenable wet-molded fiber (WMF) casseroles and lids. By eliminating the need for lamination, these products reduce plastic use and avoid the need for PFAS-based barrier properties.
- Continued researching the use of paperboard (PBC) residue skeletons in wet-molded fiber production. In 2025, we increased the share of recovered paperboard from 25% to 40%.

Plastics

- In response to the PPWR, R&D continued exploring the use of rPET in high-heat casseroles and lids. The goal is to reach 30% recycled content in crystallized PET products to support future compliance requirements. The project will continue in 2026.
- To improve the recyclability of plastic items, R&D investigated alternatives to carbon black colorants. Because carbon black can be difficult for near-infrared (NIR) sorting systems to detect, alternative colors may improve identification and separation during the recycling process.
- Identified alternative high-heat plastic materials that do not contain any bisphenol (BP), supporting compliance with consumer health and safety requirements. All of our ovenable plastics are BPA-free already, yet with the upcoming legislation, other types of BP will be phased out.
- Continued research into compostable resins that could enable certain plastic products to be manufactured from renewable resources rather than fossil-based plastics.
- Began deSter's first end-of-service project in partnership with Cathay Pacific. The initiative recovers the airline's retired products, processes them into recycled granules and incorporates the material into new products. Compared to existing closed-loop projects, the program involves significantly larger material volumes and represents an important step forward in circularity. This project will be rolled out further in 2026.

General

- In 2025, R&D started designing a new laboratory in Hoogstraten to replace and expand the existing facility. The new laboratory will provide additional space for testing and equipment while incorporating energy-efficient features. Planning, budgeting, site selection and design development were completed in 2025, and initial construction work began. A management of change procedure was implemented to identify and address potential impacts and risks. The laboratory is expected to be fully operational by mid-2026.

Product carbon footprint calculations

Transitioning towards circular products is one of the most impactful ways to reduce carbon emissions. This understanding is gaining traction across our industry, resulting in a growing demand for transparent, data-backed carbon footprint assessments.

To support our customers in this endeavor, we have an externally approved tool developed in alignment with the Greenhouse Gas Protocol standards. This can provide meaningful product comparisons by calculating emissions across a product's lifecycle, with calculations tailored to our customers' projects. The calculator not only helps customers choose lower-impact products but also provides our teams with useful data to improve our product development.

In 2025, the tool was further enhanced through updated emission factors and the addition of new functionalities. During the year, it was used in more than 20 projects, helping our customers make more informed sustainability decisions.

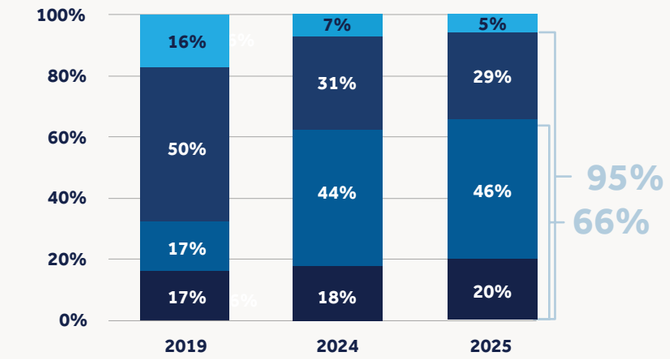
Circularity in other product groups

Since almost 60% of our products relate to packaging and tableware, we primarily focus our circularity efforts on these categories. For other products, circularity is embedded in our design process and material choices. We focus on designing products that can be reused long after a flight or recovered if unused.

We also prioritize recycled and renewable materials, responsible sourcing, and carbon footprint reduction. For example, our amenity bags are made from rPET, nylon, hemp, bamboo, or organic cotton, and all paper packaging is recycled or FSC- or PEFC-certified.

Another example is textiles. In partnership with Lufthansa, we are running a project to recycle onboard textile materials. In 2025, we successfully recycled 20,800kg of cotton and 18,340kg of polyester.

REVENUE SHARE OF SUSTAINABLE PACKAGING OVER TIME



- Reusables
- Compostables
- SUP Recyclables
- SUP Non-Recyclables

Promoting circular economy principles

It takes more than thoughtful design and development to bring circular products to the market. Collaboration with a wide range of stakeholders and ongoing advocacy for circular principles are also essential. We achieve this in the following ways:

With our customers

- We conduct in-depth sustainability workshops to educate customers on our product circularity hierarchy, carbon footprint data and responsible resource use. Our goal is to help customers make more informed product choices with the lowest possible environmental and social impact.
- We offer reusable products supported by advanced systems and technologies, including RFID-enabled tableware and cups that facilitate tracking, collection and reuse.
- We work closely with customers and related stakeholders – such as catering and washing facilities – to establish standard operating procedures for collection, washing, transport and recycling.
- Our dedicated product compliance team keeps customers informed about upcoming packaging and waste regulations, helping them understand what is compliant and supporting them in identifying suitable alternatives.
- We also label our products with the appropriate recycling and composting codes to support correct disposal by end-users.

Our reusable cups

Reusable products continued to gain momentum in 2025. Since 2023, deSter has supplied more than 11 million reusable items to customers across the travel and foodservice sectors. In 2025 alone, more than 4 million Replay and Recover cups were deployed.

Designed to combine sustainability with convenience, these lightweight, stackable products incorporate RFID and QR technology to support efficient return, tracking and reuse. The portfolio has also expanded with reusable pitchers, cup holders, and collection systems tailored for festivals, stadiums, and vending environments, creating a more complete ecosystem for reuse.

Customers adopted these solutions not only for their environmental benefits, but also for the operational efficiencies and enhanced user experience they provide.

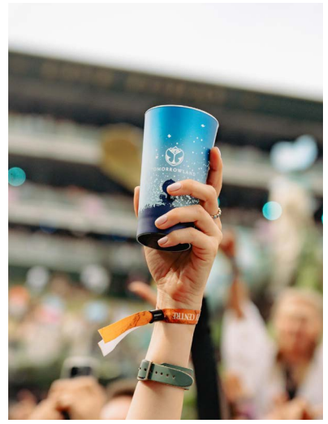
With our market

deSter regularly partners with customers, industry organizations and other stakeholders on pilot projects and collaborative initiatives to advance more sustainable packaging solutions. In 2025, some of our notable activities included:

REPASYS pilot project

Each week, millions of plastic mushroom trays move from Belgian supermarkets into households, only to be discarded and recycled after a single use. A first-of-its-kind pilot project, REPASYS, which stands for Reusable Packaging Systems, aims to challenge this model by introducing reusable packaging solutions. Starting with mushrooms, the initiative has the ambition to expand to other fruits and vegetables in the future.

Based in the Mechelen region, the pilot brings together six major Belgian retailers – Albert Heijn België, ALDI Belgium, Carrefour Belgium, Colruyt Group, Delhaize Belgium, and Lidl Belgium & Luxembourg – to test a fully circular packaging system in practice. As the packaging partner, deSter developed and produced the reusable mushroom packaging used in the pilot. As the project gained visibility through different media channels, deSter was also invited to share its expertise with external organizations, including the Canadian Produce Marketing Association (CPMA).



Tomorrowland's reusable cup system

Love Tomorrow is the sustainability platform of Tomorrowland, one of the world's largest music festivals, and serves as a catalyst for positive environmental and social impact at scale. In collaboration with Love Tomorrow, deSter co-created an innovative reusable cup system featuring an integrated deposit mechanism. The solution was designed to be economically viable, easy to deploy at large-scale events and capable of achieving high return rates, significantly reducing single-use waste generated during festivals.

In addition, Love Tomorrow organizes an annual sustainability summit where Tomorrowland showcases its broader sustainability strategy and initiatives. During the most recent edition, the reusable cup system was highlighted as a flagship innovation. This collaboration demonstrates how cross-sector partnerships can accelerate the adoption of circular solutions while raising sustainability awareness among a global audience.

Love Tomorrow minidocu

Looking ahead: Actions planned for 2026

We will continue expanding our portfolio of reusable, compostable and recyclable products, with the goal of maintaining at least 95% sustainable packaging revenue across both our foodservice and airline markets.

In foodservice, we will focus on growing smart reusable solutions, including technology-enabled products featuring RFID tracking and automated deposit-return systems.

In the airline sector, we will continue exploring opportunities to make reusable products operationally feasible. At the same time, given the unique operational challenges of aviation and the industry's evolving needs, we will further develop compostable, recycled and rPET alternatives for applications where reuse remains difficult to implement.

RESPONSIBLE RESOURCE USE

Approach

We choose our materials with care, considering their impact on biodiversity, climate and society. For each type of resource, we:

- Strive to limit the use of new resources (see the "Product circularity" and "Reducing impact through design" sections for more details)
- Aim to minimize material waste during production (see the "Waste management" section in the Planet chapter)
- Use recyclable or compostable materials to support our zero-waste goals
- Where possible, choose recycled or renewable materials with traceable supply chains verified by third parties, such as the FSC or ISCC PLUS
- Strictly avoid the illegal extraction of resources, such as illegal forestry
- Evaluate the associated greenhouse gas emissions in our decision-making process
- Consider how far raw materials travel to reach our factories
- Ensure all materials comply with statutory environmental and safety requirements under European and national laws
- Commit to ethically produced goods through our sustainable procurement process, which includes auditing suppliers on social and environmental practices and following UN and ILO principles

Our approach to responsible resource use focuses on three key material categories: plastics, fiber-based materials and aluminum.

- **Plastics:** Primarily used in recyclable and reusable packaging solutions
- **Fiber-based materials:** Derived from wood- or plant-based sources and used in products such as paperboard packaging, tableware and other fiber-based solutions
- **Aluminum:** While not one of our most widely used materials, we aim to phase it out by 2035 in support of our broader scope 3 emissions reduction goals.

Using plastics responsibly

Approach

We are committed to using plastic responsibly, in line with our goals for product circularity and sustainable resource use. Our strategy focuses on:

- **Decoupling plastic production from fossil fuels:** Where environmentally beneficial and financially viable, we use renewable, responsibly sourced alternatives to fossil-based plastics.
- **Using plastics that support circularity:** Plastics are primarily used in reusable packaging solutions and, where single-use applications remain necessary, only if the products can be recycled.
- **Phasing out PS:** Compared to many alternative materials, PS is more difficult to recycle and can emit VOCs during production processing.
- **Prioritizing recycled materials:** Where regulations, technical requirements and customer needs allow, we prioritize the use of recycled content.
- **Selecting lower-carbon materials:** We aim to use materials with the lowest possible carbon footprint across their lifecycle, from sourcing and production to transport, use, and end-of-life treatment.

All plastic materials are managed in accordance with application regulations, including the EU's SUPD, PPWR and other relevant safety and environmental standards.

Our plastic use targets

By end of 2028

- Achieve an 85% reduction in PS sold by weight compared to 2019

By end of 2030

- Phase out PS sold by weight, achieving at least a 95% reduction compared to 2019

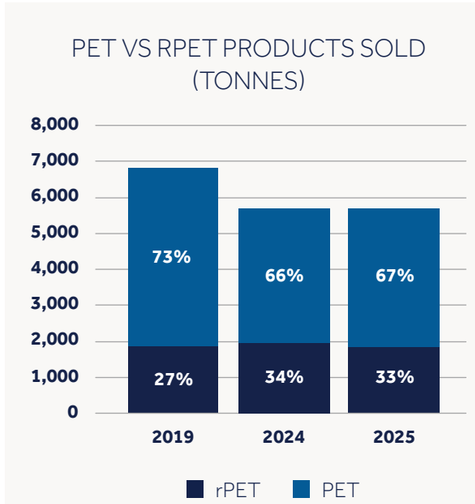
Annually

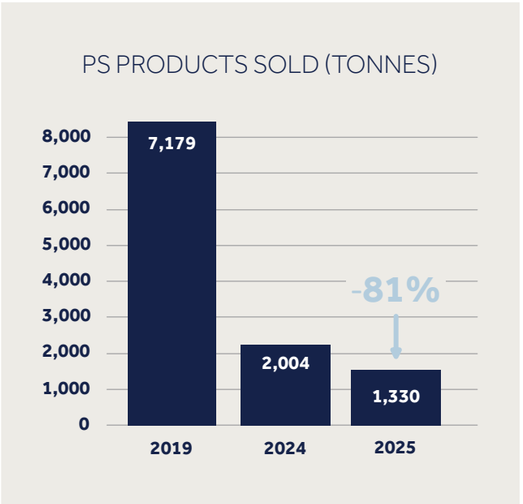
- Continue increasing the use of bio-based plastics certified under ISCC PLUS or equivalent standards

Performance and actions

Recycled plastic

Currently, only rPET and small quantities of material recovered through our closed-loop recycling processes are approved for use in food-contact applications. rPET is primarily used for single-use plastic products. As demand for single-use plastics continues to decline and rPET prices increase, we have seen a corresponding decrease in rPET usage.





While we have not established specific rPET targets, we continue to track its use and promote it where single-use plastic applications remain necessary. In 2025, the volume of rPET products sold by weight remained stable compared to 2024. At 33%, however, the share remains well above 2019 levels.

Phasing out of polystyrene

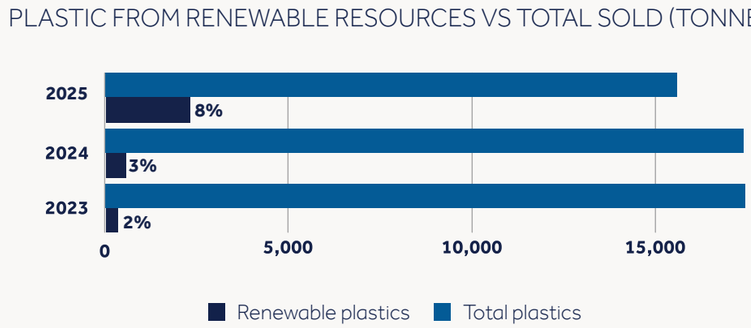
In 2025, we achieved an 81% reduction in PS sold by weight compared to 2019, a significant improvement from the 72% reduction achieved in 2024. While we remain committed to further reducing PS use, we recognize that the final steps towards full elimination are the most challenging, as suitable alternatives are not yet available for all applications.

Renewable plastics

Our two largest production sites, Hoogstraten and Prachinburi, are ISCC PLUS certified. This globally recognized certification for recycled and bio-based materials provides supply chain traceability and verifies compliance with environmental and social criteria.

The certification enables us to offer bio-based plastics that reduce reliance on fossil-based materials and support lower lifecycle carbon emissions.

While the share of renewable materials in our plastic products remains relatively low due to the higher costs associated with these materials, we have tracked and monitored progress since 2023. Although the overall share remains modest, we saw encouraging growth from 3% in 2024 to 8% in 2025.



Actions planned for 2026

We will continue promoting the use of PET and rPET for products such as drinking cups and lids, where transparency is required, and reusable alternatives are not yet feasible.

We are also technically ready to increase the use of plastics from renewable sources. However, the higher cost of these materials remains a challenge and continues to limit broader customer adoption.

Using fiber and paper responsibly

Approach

Switching from fossil-based plastics to renewable materials can reduce reliance on fossil fuels, but it also raises concerns around deforestation and biodiversity loss. To address these risks, we prioritize the responsible sourcing of fiber-based materials.

We apply targeted strategies across all fiber-based materials and products – collectively referred to here as "fiber." These materials are used in two main applications: food-contact products and non-food-contact products. Approximately 80% of our fiber-based products are used in food-contact applications, with the remaining 20% used in non-food contact products.

Fiber for food-contact products:

Virgin fiber is required for most food-contact applications, including bowls, plates, casseroles, lids and cutlery, which represent the largest share of our fiber portfolio. Our approach prioritizes:

- **Waste-derived fibers:** Where possible, we use fibers derived from agricultural by-products or waste streams, such as bagasse, and aim to increase their use over time.
- **Certified sustainable sources:** When waste-derived fibers are not possible, we prioritize FSC- or PEFC-certified virgin fibers sourced from responsibly managed forests with safeguards for biodiversity and ecosystem protection.
- **Responsible sourcing:** When certification is not available, we prioritize sourcing within the EU under the European Timber Regulation (EUTR) or verify equivalent standards for non-EU suppliers. This includes safeguards against illegal logging and other sourcing risks. In preparation for the EUDR, we have strengthened our risk assessment, traceability and due diligence processes, including integration with the EU TRACES NT platform. While EUDR applies only to products placed on the EU market, we continue to use FSC or PEFC certification globally and regularly review our approach to remain aligned with evolving regulations.

Fibers for non-food-contact products:

Recycled fiber is our preferred material for non-food-contact items such as cartons, tray mats, napkins and drawer liners. Compared to virgin fiber, recycled fiber generally has a lower environmental impact. Virgin fiber is used only when required to meet specific functional or quality requirements.

Our targets for sustainable fiber and paper sourcing

By end of 2026:

- **Food contact products:** At least 45% FSC- or PEFC-certified virgin fiber (excluding bagasse)
- **Non-food-contact products:** Maintain at least 25% recycled fiber content (excluding bagasse)

By end of 2030:

- **Food-contact products:** Source 80% of paper, wood and fiber from sustainably managed forests
- **Non-food-contact products:** Achieve 40% recycled fiber content

Our performance and actions

Fiber use in food-contact products

Where product requirements allow, we promote the use of waste-derived fibers such as bagasse. In 2025, the share of waste-derived fibers used by weight remained stable compared to the previous year.

The share of FSC-certified paper- and fiber-based products reached 38% in 2025, compared to 41% in 2024. The decrease was primarily driven by lower sales of food-contact fiber products containing FSC-certified materials. Despite this decline, the share remains significantly higher than the 7% recorded in 2019, reflecting substantial progress in our transition toward certified materials. In addition, all of our paper- and fiber-based packaging production sites are FSC-audited.

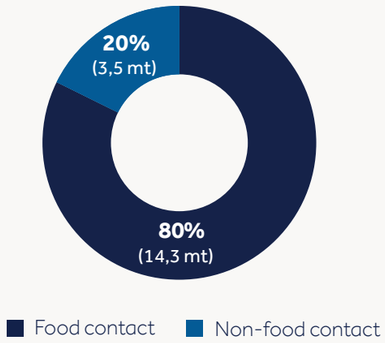
Fiber use in non-food-contact products

The share of recycled fiber remained stable in 2025. Further increases by factors such as material availability, product performance requirements and cost considerations.

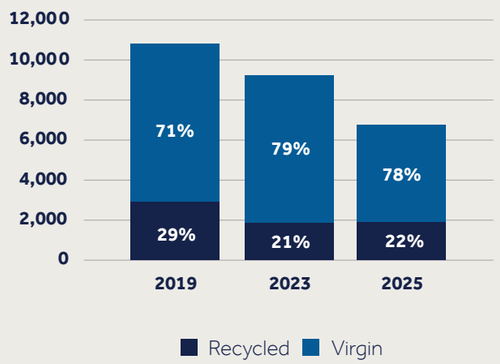
Upcoming actions

- Continue increasing the share of FSC- and PEFC-certified products through a dedicated cross-functional action group
- Proceed with preparations for compliance with the EUDR
- Advance R&D projects focused on fiber-based products (see pg. 134).

FOOD CONTACT VS NON-FOOD CONTACT FIBER MATERIAL SOLD (BY WEIGHT)



RECYCLED FIBERS IN NON-FOOD CONTACT PRODUCTS (TONNES)

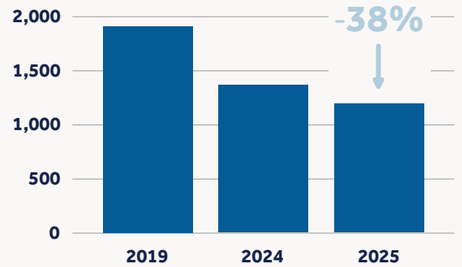


Phasing out aluminum

Our scope 3 emissions assessment identified aluminum as one of our most carbon-intensive materials. As a result, we have set a target to phase out aluminum by 2035 and have begun formally tracking its use across our product portfolio.

The volume of aluminum products sold continues to decline. In 2025, we achieved a 38% reduction in aluminum use compared to 2019, an improvement on the 28% reduction recorded in 2024.

SINGLE-USE ALUMINUM PRODUCTS SOLD (TONNES)



Material innovation with purpose

2025 was a year of continued experimentation in materials and product development. Our packaging team reduced plastic content across several product ranges, transitioning from PAP/PE to PAP/coating formats and improving recyclability scores under CEPI assessment criteria.

Research into compostable, flexible packaging, embossing-only sealing and alternative barrier coatings advanced from laboratory testing to pilot-stage development, delivering promising early results.

Within our Wet-molded Fiber (WMF) portfolio, we continued exploring PFAS-free coating solutions. The development of a lamination-free casserole emerged as a viable application, offering thinner barrier layers, fewer pinholes and improved ovenability.

In plastics, we continued evaluating biopolymer materials derived from PLA, PHA, starch, and seaweed. Trials using 100% regrind materials demonstrated encouraging performance in areas such as food safety, impact resistance and transparency. We also expanded the use of polyphenylsulfone (PPSU) for high-performance reusable products, particularly in ovenable applications.

In addition, a range of smaller improvements – such as transitioning to SUPD-compliant adhesives and reducing coating thickness – contributed to improved recyclability and compostability. These refinements were driven by customer feedback and operational testing to ensure strong real-world performance.

CONSUMER HEALTH & SAFETY

Approach

Safety is central to our business, particularly because many of our products come into direct contact with food. We work hard to minimize physical and chemical risks through responsible design, material selection, manufacturing and distribution practices.

As part of our commitment, we comply with applicable regulations, maintain high product safety standards, ensure clear labeling and support enable full product traceability. Additional information can be found in our Consumer Health and Safety Policy, which is part of our Global Environmental Policy and is available on our website.

In 2024, we adopted a new consumer health and safety roadmap to strengthen our proactive approach to compliance. As regulations continue to evolve, this roadmap helps us identify emerging requirements, reduce compliance risks and maintain consumer trust through continuous improvement. Food safety and product quality are supported through our quality management systems per production site in certified Brand Reputation Compliance Global Standards (BRCGS) framework. These systems ensure adaptability, compliance, audits and continuous improvements. To maintain high standards across our operations, we aim for all production sites to achieve at least a BRCGS A rating every year. BRCGS is a globally recognized authority on food safety, packaging, and consumer products.

An important part of our strategy is the phase-out of intentionally added PFAS in our fiber-based products, especially wet-molded fiber. While these substances have traditionally been used to provide moisture, grease and stain resistance, we recognize growing concerns regarding their potential health and environmental impacts. Although our products comply with EU and REACH requirements, we are actively working toward the complete removal of intentionally added PFAS from our portfolio by August 2026.

Our consumer health and safety targets:

Annually

- Maintain a consumer complaint rate below 0.20 per 1,000 production hours
- Achieve at least a BRCGS A rating at all production sites

By August 2026

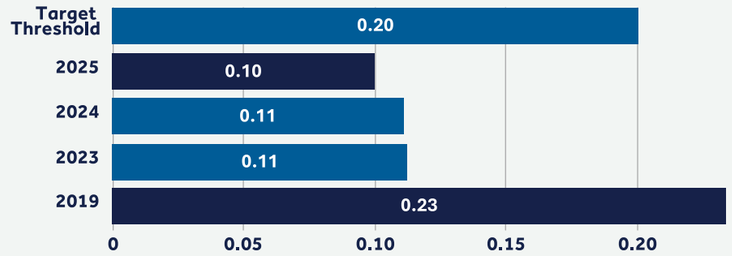
- Ensure all fiber-based products are PFAS-free

Innovation that builds trust

Every product we launched in 2025 was backed by rigorous safety and compliance processes. We implemented a new SaaS-based Declaration of Compliance platform to centralize packaging data and streamline documentation, while laboratory projects supported day-to-day testing and validation, ensuring that innovation never compromised safety.

Working groups across the business tackled emerging regulatory themes, translating complex requirements into actionable design guidance. This ensured that our clients could trust not only the sustainability of our products, but their integrity and performance.

NUMBER OF COMPLAINTS PER 1,000 PRODUCTION HOURS



Performance and actions

Product quality complaint rate

In 2025, our complaint rate declined further and remained well below our target of 0.2 complaints per 1,000 production hours.

BRCGS rating

Hoogstraten, Prachinburi and Lima achieved A to AA+. ratings in their BRCGS audits, meeting their targets. Barcelona received a C rating during its first BRCGS audit. We are addressing the improvement opportunities identified during the audit and remain committed to achieving higher ratings in future assessments.

Across all sites, we continued strengthening quality management and operational procedures to support product quality and safety. In 2025, initiatives included quality-awareness training, improved deviation analysis and the implementation of site-wide dashboards to streamline performance monitoring. Hoogstraten also introduced a centralized production logbook to improve follow-up and supplier management.

In 2026, quality management will remain a priority. Ongoing improvement initiatives will continue across all production sites, supported by the planned implementation of Microsoft Dynamics, which is expected to further strengthen quality processes and data management.

Phasing out PFAS

Phasing out PFAS has been a priority for several years and has become even more important with the introduction of the PPWR, which established stricter requirements for the use of PFAS in products. At the end of 2025, 74% of our fiber-based products were PFAS-free (without intentionally added PFAS), compared to 71% at the end of 2024.

Our wet-molded fiber products manufactured in Prachinburi are already PFAS-free. Current R&D efforts are focused on replacing PFAS-containing traded products and identifying suitable alternatives. The development of lamination-free hot-meal casseroles has emerged as a promising solution, supporting improved heat resistance while reducing reliance on PFAS-containing materials.

New laboratory in Hoogstraten

In 2025, R&D began work on a new laboratory in Hoogstraten to replace and expand the existing facility. The upgraded laboratory will increase deSter's in-house testing capabilities and support continued product quality and safety assurance. The facility is expected to be fully operational by the second half of 2026.

BRCGS RATINGS BY STANDARD

Manufacturing Site	Packaging Materials	Food Safety	Consumer Goods
Hoogstraten	A+	A+	
Prachinburi	AA	AA+	
Lima	AA+		
Barcelona			C

CLOSING REMARKS

This has been a defining year for deSter's sustainability journey. As we worked toward key ESG milestones, we navigated both challenges and opportunities while continuing to advance our sustainability agenda. It has been a year of learning, adaptation and meaningful progress across our key ESG priorities.

I would like to express my sincere appreciation to all of my deSter colleagues for their commitment and contributions throughout the year. The progress achieved in 2025 is the result of our collective efforts to embed sustainability into daily decisions, operations and innovation across the organization.

Looking ahead, 2026 will bring structural changes to the sustainability team, creating space for fresh perspectives, strengthened ways of working and renewed energy to further advance sustainability across the organization. I am honored to take on the responsibility of leading deSter's sustainability strategy and am confident we can build on the strong foundations already in place.

I look forward to accelerating our impact by supporting our people, caring for our planet and enhancing the sustainability performance of our customers' products, while shaping the next phase of our roadmap toward 2030 and beyond.

Fien Van Den Heuvel
Senior Sustainability Manager

ADDENDUM

BACK TO CONTENTS

OUR GOALS AND KPIs

The following pages summarize the progress we have made toward the targets and KPIs we have set. The first set of data presents the key results related to our PeoplePlanetProduct strategy, the second provides additional supporting data, and the third table contains the qualitative ESRS general disclosures and topical standards, along with references to the pages where these disclosures can be found in this report.

PeoplePlanetProduct goals and KPIs overview pgs. 150-159

Metrics overview pgs. 160-167

Raf Poels
Coordinator Quality Traded Goods, Hoogstraten

PEOPLE

PeoplePlanetProduct goals and KPI's overview

Initiative	Goal	KPI	Target 2025	Result 2025	Result 2024	Result 2023	CSRD	COMMENT
GP2W | GREAT PLACE TO WORK								
Employee engagement	Reach eNPS goal of 30 by end 2030	Employee Net promoter score through satisfaction survey	eNPS 30 by 2031	**no survey in 2025**	9.6	-		
	Keep voluntary leave turnover below 10%	Voluntary leave turnover	Keep below 10%	**9.3%**	7.5%	9.3%		
Social Dialogue	Yearly employee survey (pulse survey or every 2 years full survey)	Percentage of employees responded to employee survey (pulse or overall survey)		**no survey in 2025**	0.79	-		
	Increase employee satisfaction score on employee communication	Score on employee survey satisfaction related to company direction		**no survey in 2025**	3.87	-		
Training	Increase employee satisfaction score on learning and development	Score on employee survey satisfaction related to learning		**no survey in 2025**	3.67	-		
	Ensure that at least 95% of employees received skills related training	Percentage of total workforce that received skills training	95%	**74%**	67%	96%	ESRS S1	
	Year on year increase at least 5% on number of training hours (until 2028 - and then keep that level)	Average number of training hours per employee (Soft and technical skills)	increase from 2023	**10.4 h**	7.9 h	16.4 h	ESRS S1	
	Year on year increase at least 5% on average expense on training (until 2028 - and then keep that level)	Average expense on training per employee (CHF)	increase from 2024	**96**	94	59	ESRS S1	
Performance Feedback	Maintain at least 90% participation on performance and career development reviews (PA&P)	Percentage of the targeted workforce across all locations who received yearly performance and career development reviews (PA&P)	at least 90%	**99.5%**	100.0%	99.7%	ESRS S1	
	Increase employee satisfaction score on performance and feedback	Score on employee survey satisfaction related to performance and feedback		**no survey in 2025**	3.81	-		
Well-being	Implement an employee focused well-being program (mental and physical health) for all Belgium in 2025 to expend to other locations in the coming years	Number of locations out of the 5 locations (BE, GE, PRB, HKK, LIM) implemented	5	**2**	-	-		
	Stay above 3.9 score on employee survey related to Well-being and work-life balance	Score on employee survey satisfaction related to well-being and work-life balance		**no survey in 2025**	3.9	-		
	Maintain absenteeism illness rate below 6%	Percentage absenteeism illness	Stay below 6%	**5%**	4%	4%		
Diversity, Equity and Inclusion	Increase the representation of women in leadership roles to 33% by 2030 (leadership team, middle and low level mgmt. combined)	Percentage of women in leadership team	30% by 2030	**15%**	9%	9%	ESRS S1	
	Increase DE&I sensitivity amongst mgmt. and employees	Percentage of targeted employees that participated in DE&I training		**86%**	-	-	ESRS S1	
	Close adjusted gender pay-gap by 2033	Average adjusted gender pay gap (pay gap Percentage men earning more vs women)	0% by 2033	**28%**	-	-		
Working conditions	Close living wage gap year on year to reach 100% closure by 2033	Percentage of employees earning below living wage	0% by 2033	**29%**	23%	19%	ESRS S1	
	Close living wage gap year on year to reach 100% closure by 2033	Percentage of average wage gap for own employees paid below living wage against a living wage benchmark	0% by 2033	**24%**	9.3%	6.9%	ESRS S1	

PEOPLE

PeoplePlanetProduct goals and KPI's overview

Initiative	Goal	KPI	Target 2025	Result 2025	Result 2024	Result 2023	CSRD	COMMENT
Health & Safety	Conducting comprehensive Health and Safety training	Number of employees that received health and safety trainings		**315**	350	1121		
	Reduce LTIFR and never exceed a certain average industry threshold	Lost time injury frequency rate (LTIFR)		**7.64**	9.06	7.89	ESRS S1	
	Strive for zero accidents. Reduce each year and never exceed a certain average industry threshold	Number of work-related accidents with lost time		**44**	19	14	ESRS S1	
	Reduce number of first aids	First aid rate (accidents without lost time)		**27**	not reported yet	not reported yet		
	Improve proactive reporting of dangerous situations	Number of dangerous situations reported in Hoogstraten		**36**	-	-		
	Implement ISO 45000 at all manufacturing sites with certification (2025 in HGS and by 2026 in LIM, 2027 in PRB)	Number of locations ISO 45000 installed of the 4 production locations	2025: HGS and BCN, 2026: LIM, 2007: PRB	**2 out of 4**	1 out of 4	0 out of 4	ESRS S1	
Human rights Ops	Yearly follow up on internal and external audit gaps and non-conformities and close according to specified timeframes	Percentage closure of gaps on Human Rights actions operations		**36%**	25%	75%	ESRS S1	
	Reduce the total working hours in Prachinburi up to 72 hours max/week by end 2025 (48+24 overtime) and longer term not more then 60 hours/week)	Cases in which employees worked more than 72 hours per week, Thailand factory		**188 cases**	not able to report	not able to report		
	Reduce people that work more then 7 days without 24 hrs rest by 10% by end 2025.	Cases in which employees worked more than 60 hours per week		**577 cases**	not able to report	not able to report		
SUSTAINABLE SUPPLY CHAIN								
Sustainable Procurement	Reach at least the target of 95% Code of Conduct (COC) signature for existing and new suppliers	Percentage COC signature of targeted suppliers	95%	**98%**	98%	97%	ESRS S2	
	Conduct every two years risk assessment to define the suppliers that need to conduct a self-assessment	% of targeted suppliers covered by risk assessment	100%	**100%**	100%	100%	ESRS S2	
	Conduct self-assessment of targeted suppliers to identify areas for improvement and identify suppliers to undergo a physical audit	Number of suppliers targeted for self-assessment (based on risk assessment)		**87**	87	NA	ESRS S2	
	Conduct self-assessment of targeted suppliers to identify areas for improvement and identify suppliers to undergo a physical audit	Number of targeted suppliers that completed an ESG self-assessment	87	**87**	81	NA	ESRS S2	
	Execute physical ESG audits at targeted suppliers resulting from the self-assessment	Number of targeted suppliers that went through an ESG on-site audit	15	**10**	21	25	ESRS S2	
	Improve (or phase out) D and E rated suppliers to C within the defined timeframes. (6 months from E to D, 6 months from D to C)	Percentage of suppliers improved within timeframe		**17%**	71%	-	ESRS S2	
	Yearly training on sustainable procurement topics	Percentage of targeted procurement team trained on sustainable procurement topics		**100%**	100%	100%	ESRS S2	
	Continue supplier engagement program of 2024 and 2025	done/not done		**Done**	Done	-		
	Consider GHG questionnaire with enlarged scope of suppliers	Percentage of targeted suppliers that responded to the questionnaire		**56%**	90%	-	ESRS E1	
Community Outreach	Each office to support at least one local community project	Percentage of locations that conducted community outreach actions		**50%**	75%	75%		

PLANET

PeoplePlanetProduct goals and KPI's overview

Initiative	Goal	KPI	Target 2025	Result 2025	Result 2024	Result 2023	CSRD	COMMENT
NET-ZERO CARBON								
Reach Net-zero Carbon	25% carbon reduction by 2025 compared to 2019	Percentage total CO_2e emissions reduction compared to targets	-25%	**-58%**	-63%	-50%	ESRS E1-4	
	55% carbon reduction on scope 3 by 2030 compared to 2019	Percentage reduction CO_2e emissions scope 3 compared to 2019	-25%	**-58%**	-63%	-50%	ESRS E1-4	
	Reach-net-zero carbon in scope 1 and 2 by 2030	Percentage reduction CO_2e emissions scope 1 and 2 compared to 2019	-25%	**-43%**	-51%	-44%	ESRS E1	
	Achieve energy consumption reduction targets per location by 2025	Percentage of locations that met their energy consumption reduction targets (reduction since 2019, relative to raw material use) (tonnage)	100%	**0%**	0%	33%	ESRS E1	Relative targets 2025: HGS -6%, PRB -5%, LIM -10%, BCN -5% plastic manufacturing. See page 114 for details.
	Achieve 25 % on green energy use in 2025	Percentage of green energy use	25%	**25%**	18%	3%	ESRS E1	
WASTE								
Avoid operational waste and prioritize recycling	Net-Zero waste to landfill by 2030	Percentage of waste to landfill	0% by 2030	**2%**	2%	6%	ESRS E5	
	Net-Zero waste to landfill by 2030	Percentage of waste reduction compared to 2019	-	**-20%**	-34%	-50%	ESRS E5	
	Achieve site-spefic targets on waste reduction	Percentage of locations that met their targets on waste reduction (reduction since 2019, relative to raw material use) (waste intensity ratio)	100%	**50%**	66%	100%	ESRS E5	Relative targets 2025: HGS 10%, PRB 5%, LIM 5%. BCN -5% in inks water waste stream). See page 116 for details
	Achieve 80% recycled waste by 2030	Percentage of recycled waste	80% by 2030	**72%**	63%	71%	ESRS E5	
WATER								
Manage water use	Achieve targets on water for the relevant sites	Percentage of locations that met their targets on water use reduction (reduction since 2019, relative to raw material use)	100%	**0%**	0%	0%	ESRS E3	Relative targets 2025: HGS 10%, PRB 10%
	Achieve targets on water pollution for the relevant sites	Percentage of locations that kept particles in waste water below thresholds (HGS + PRB)	100%	**50%**	50%	100%		
POLLUTION								
Avoid Pollution	Meet the location specific goals on emissions of volatile organic compounds (VOCs), NOx and SOx emissions	Percentage of targets met on emissions reduction of volatile compounds reduction (reduction since 2019, relative to raw material use tonnage)	100%	**50%**	100%	100%	ESRS E2	By end 2025 reduce compared to 2019 and relative to the tonnage of raw material: HGS: VOCs by 40%, NOx by 50% and SOx by 50%, PRB reduce VOC with 80%
	Reach continuous improvement goals set on chemical use	Percentage goals achieved (see description in report)	100%	**100%**	100%	100%	ESRS E2	Continuous improvements ongoing
PLANET GOVERNANCE								
Certifications	Achieve ISO 14001 verification for all locations by 2025	Percentage of production site ISO14001 certified (HGS, PRB, LIM, BCN)	100%	**100%**	50%	0%		
Community Outreach	Grow a cooperation with one or more global partners on preventing plastic pollution	Monetary support (including supporting working hours at 100 euro/h)		**-**	-	-	6,000	Not a priority in 2024-2025 due to other projects, to be taken up again.

PRODUCT

PeoplePlanetProduct goals and KPI's overview

Initiative	Goal	KPI	Target 2025	Result 2025	Result 2024	Result 2023	CSRD	COMMENT
CIRCULARITY								
Circularity	By 2025 all products are either reusable, recyclable or compostable	Percentage revenue of reusable, compostable and recyclable packaging vs non-reusable, -recyclable or -compostable packaging	95%	**95%**	93%	96%	ESRS E5	
	By 2025 all products are either reusable, recyclable or compostable	Percentage revenue reusable, compostable and single-use plastic packaging products		**20%** **46%** **34%**	18% 44% 38%	20% 41% 31%		
	By 2025 all products are either reusable, recyclable or compostable	Percentage recyclable vs non-recyclable single-use plastics weight sold	100% by 2030	**86%** **14%**	85% 15%	84% 16%		
	Phase out unnecessary single use plastics	Percentage reduction in weight of single-use plastics sold compared to 2019		**-50%**	-41%	-52%		
	Monitor existing closed-loop projects and work with our customers to introduce new closed-loop projects	Number of closed loop projects		**6**	6	6	ESRS E5	
	Increase use of carbon footprint tool	Number of customers where we used the carbon footprint tool		**20**	Not tracked	Not tracked		
RESPONSBLE RESOURCE USE								
Responsble resource use	Phase out use of PS material by end 2025	% difference in total PS material sold in weight compared to 2019	95% reduction by 2030	**-81%**	-72%	-71%		
	Increase year on year amount of plastic products made from bio-based material (ISCC+ or others)	Percentage of plasticfrom renewable resources material sold vs total fossil-based plastic material sold	increase from 2024	**8%**	3%	2%	ESRS E5	
	100% of paper, wood and fiber resources for food-contact products come from sustainably managed forests. (55% in 2025)	Percentage use of FSC or PEFC materials vs non-FSC/non-PEFC virgin fiber-based materials for food contact products	45% by 2026	**38%**	44%	44%		
	40% recycled fiber for non-food contact products by 2025	Percentage use of recycled materials vs virgin fiber-based materials for non-food contact products	40% by 2030	**22%**	21%	23%	ESRS E5	
	Phase out of Alu casseroles by end 2035	Percentage reduction in weight of signle use aluminum items sold, compared to 2019	100% by 2035	**-38%**	-29%	-37%		
CONSUMER HEALTH AND SAFETY								
Consumer health and safety	100% phase out of PFAs for all molded fiber-based products	Percentage of locations that met their targets on water use reduction (reduction since 2019, relative to raw material use)	100% by August 2026	**74%**	71%	47%		
	Keep number of complaints below 0.2 per 1000 production hours	Percentage of locations that kept particles in waste water below thresholds (HGS + PRB)	0.2	**0.10**	0.11	0.11	ESRS S4	
	Reach every year at least BRCGS A rating at all locations	Number out of the 4 sites that reached minimum BRCGS A rating	4 out of 4	**3 out of 4**	2 of 4	-		

GOVERNANCE

PeoplePlanetProduct goals and KPI's overview

Initiative	Goal	KPI	Target 2025	Result 2025	Result 2024	Result 2023	CSRD	COMMENT
GOVERNANCE								
Business Ethics	All third parties engaged by our commercial team need to pass anti-corruption & anti-bribery due diligence.	Percentage of third parties that passed the due diligence assessment	100%	**100%**	-	-	ESRS G1	
	Yearly employee training on (i) anti-competitive practices, (ii) anti-corruption & anti-bribery, (iii) geopolitics and sanctions, and (iv) information security.	Percentage of functions-at-risk trained on Ethics training program	97%	**97%**	100%	100%	ESRS G1	
	Have a robust procedure in place to inform the organization on policies related to data security, records retention and user-access rights management.	Percentage of staff informed about the policies on information security, records retention and user-access rights management.	100%	**46%**	84%	96%	ESRS G1	
	Continue to meet product and environmental compliance standards and ensure the existence of a proactive consumer health & safety compliance process.	Number of convictions for non-compliance with product and environmental laws and regulations	0	**0**	0	0	ESRS G1	
External assurance	Keep EcoVadis Platinum rating	Certification level achieved	Platinum	**Platinum**	Platinum	Gold	-	
	Ensure external assurance on key KPIs	Number of KPIs assured	-	**-**	-	-	-	Focus in coming years. Some Planet metrics are assured.
	SMETA4P audit for all production facilities at least once in 3 years and continuous follow up on non-conformities. (HGS, PRB, Lima, BCN)	Number of production facilities out of 4 that conducted a SMETA4P audit in the last 3 years	4	**3**	3	2		Barcelona had a 2 pillar SMETA audit.
Embedment	Ensure integration of ESG goals into performance targets	100% of LTM members that have ESG goals their performance targets	100%	**75%**	100%	100%		

PEOPLE

METRICS OVERVIEW

Initiative	Disclosure	Result 2025	Result 2024	Result 2023	CSRD metrics ERS	Comment
Our people by the numbers	Total number of employees	**1071**	1135	996	S1	At 31st December of each year
	% Total Direct Labor	**49%**	43%	41%		
	% Total Indirect Labor	**51%**	57%	59%		
	Employee turnover	**18%***	16%*	21%	S1	* Excludes direct labor employees in Thailand who left during probation
	Number of nationalities	**42**	43	43		
Diversity, Equity and Inclusion	Total number of employees < 18 years old	**0**	0	0	S1	
	Total number of employees 18 or 19 years old	**0**	3	5	S1	
	Total number of employees 20-29 years old	**138**	163	151	S1	
	Total number of employees 30-39 years old	**280**	291	267	S1	
	Total number of employees 40-49 years old	**322**	358	309	S1	
	Total number of employees 50-59 years old	**267**	268	225	S1	
	Total number of employees 60 or 60< years old	**64**	52	39	S1	
	Age Structure Management team 20-29 years old	**0**	0	0	S2	
	Age Structure Management team 30-39 years old	**3**	1	1	S1	
	Age Structure Management team 40-49 years old	**9**	12	13	S1	
	Age Structure Management team 50-59 years old	**7**	7	7	S1	
	Age Structure Management team 60 or 60< years old	**1**	2		S2	
	Number of incidents related to diversity, equity and inclusion	**0**	0	0	S1	
	% of women employed in relation to the whole organization	**46%**	48%	49%	S1	
	Average unadjusted gender pay gap (pay gap Percentage men earning more vs women)	**37%**	39%	39%	S1	
Training and development	Average expense on training per employee in CHF	**96 CHF**	94	59	S1	No data yet
Social dialogue	% of Total workforce across all locations who are covered by formal collective agreements concerning working conditions	**45%**	43%	40%	S1	
Health & Safety	Number of fatalities in own workforce as result of work-related injuries and work-related ill health	**0**	0	0	S1	
	Lost Time Injury Severity Rate (LTISR)	**0.46**	0.26	0.06		
Human rights and ethics	Number of complaints filed through own internal channels for people in own workforce to raise concerns. (other then Speak-up line)	**0**	0	2	S1	
	Amount of material fines, penalties and compensation for damages as result of violations regarding social and human rights factors	**0**	0	0	S1	
	Amount of material fines, penalties and compensation for severe human rights issues and incidents connected to own workforce	**0**	0	0	S1	
	Number of confirmed information security incidents	**0**	0	0		
	Number of confirmed corruption and bribery incidents	**0**	0	0		
	Number of convictions for violation of anti-corruption and anti-bribery laws	**0**	0	0	G1	
	Amount of fines for violation of anti-corruption and anti-bribery laws	**0**	0	0	G1	

PLANET

METRICS OVERVIEW

Initiative	Disclosure	Result 2025	Result 2024	Result 2023	Result 2019	CSRD metrics ERS	Comment
GHG emissions	Scope 1	**750 tCO_2e**	579	790	1,298	E1-6	
	Scope 2 location based	**13,020 tCO_2e**	13,406	11,926	22,710	E1-6	
	Scope 2 market based	**9,791 tCO_2e**	11,099	11,250	22,710	E1-6	
	Scope 3 total	**256,792 tCO_2e**	223,633	274718	611,648	E1-6	
	Scope 3 cat 1 Purchased goods	**203,367 tCO_2e**	171,930	228,866	542,481	E1-6	
	Scope 3 cat 4 Upstream transport and distribution	**11,995 tCO_2e**	11,888	8,660	13,167	E1-6	
	Scope 3 cat 12 End-of-life of products	**41,430 tCO_2e**	39,815	37,192	56,000	E1-6	
	Total emissions (scope 1+2 market-based +3)	**267,333 tCO_2e**	235,311	286,758	635,656	E1-6	
	Total GHG emissions per net revenue (market based)	**0.75 tCO_2/kCHF**	0.65	1.01	1.73	E1-6	
	Percentage scope 1 of total	**0.3 %**	0.2%	0.2%	0.2%	E1-4	
	Percentage scope 2 of total (market based)	**4 %**	5%	3%	3%	E1-4	
	Percentage scope 3 of total	**96 %**	95%	97%	97%	E1-4	
	Reduction scope 1 (compared to 2019)	**-42 %**	-55%	-34%	NA	E1-4	
	Reduction scope 2 market based (compared to 2019)	**-57 %**	-51%	-44%	NA	E1-4	
	Reduction scope 3 (compared to 2019)	**-58 %**	-63%	-50%	NA	E1-4	
	Total reduction greenhouse gas emissions (compared to 2019)	**-58 %**	-63%	-50%	NA	E1-4	
Energy	Total energy consumption	**49,023 MWh**	48,852	44,072	60,936	E1-5	
	Total electricity consumption	**47,897 MWh**	47,551	38,536	57,267	E1-5	
	Relative electricity consumption / prod revenue	**0.135 MWh/CHF**	0.135	0.112	0.142	E1-5	
	Total energy consumption from fossil sources	**23,618 MWh**	23,390	19,305	29,543	E1-5	
	Total energy consumption from renewable sources: consumption of self-generated non-fuel renewable energy	**49 MWh**	0	0	0	E1-5	
	Total energy consumption from renewable sources: procurement green electricity	**11,840 MWh**	8,387	1166	0	E1-6	
	Percentage green electricity purshased	**25 %**	18%	3%	3%	E1-5	
Waste	Total waste	**2,285 tonnes**	2,127	1306	2,855	E1-5	
	Total waste relative to net production revenue	**6.4 tonnes / CHF**	5.9	3.8	7.1	E1-5	
	Total recycled waste	**1,640 tonnes**	503	206	621	E1-5	
	Total landfilled waste	**48 tonnes**	48	82.46	131	E1-5	
	Hazardous waste	**126 tonnes**	399	115	198	E1-5	
	Hazardous waste recycled	**83 tonnes**	81	12	13	E1-5	
	Hazardous waste incinerated with E recovery	**43 tonnes**	318	95	177	E1-5	
	Hazardous waste landfilled	**0 tonnes**	0	8	8	E1-5	
	Non-hazardous waste	**2,159 tonnes**	1,728	1,191	2,057	E1-5	
	Non-hazardous waste recycled	**1,540 tonnes**	1,259	916	1,268	E1-5	
	Non-hazardous waste incinerated with E recovery	**555 tonnes**	421	194	608	E1-5	
	Non-hazardous waste landfilled	**48 tonnes**	48	74	123	E1-5	
	Non-hazardous waste to digestor	**16 tonnes**	0	7	58	E1-5	
	Total amount regrinded and reused plastics within own factories	**3,042 tonnes**	2,268	3,727	5,457	E1-5	

PLANET

METRICS OVERVIEW

Initiative	Disclosure	Result 2025		Result 2024	Result 2023	Result 2019	CSRD metrics ERS	Comment
Water	Total water consumption	**82,554 m³**		80,609	65,508	77,075	E3-4	
	Total water consumption in areas at water risk, including areas of high-water stress	**57,683 m³**		57,683	45,007	52,523	E3-4	
	Sites at water stressed regions (acc to Aqueduct)	**2 Sites**		2	1	1	E2-4	
	Water intensity of production revenue in region with high or extremely high water stress	**2,338 m³/CHF**		1,808	1,607	1,251	E2-4	
	Zinc in waste water	**0,78 g/m³**		1.07	0.32	0.65	E2-4	
	Below thresholds in HGS and PRB	**No (HGS)**		No (HGS)	Yes	Yes	E2-4	
Pollution	VOCs emissions	**1,562 kg**		1,238	355	1,916	E2-4	
	NOx emissions (only HGS)	**226 kg**		226	199	326	E2-4	
	SOx emissions (only HGS)	**171 kg**		174	448	732	E2-4	
	Ozone depletion potential emissions	**5.2 kg**		0.0	3.7	0.0	E2-4	
	Total weight of air pollutions (VOCs, Nox and Sox, ODP)	**1,966 kg**		1,642	1,006	2,973		

PRODUCT

METRICS OVERVIEW

Initiative	Disclosure	Result 2025	Result 2024	Result 2023	Result 2019	CSRD metrics ERS	Comment
Responsible resource use	Amount of PS materials (based on sales data)	**1,330 tonnes**	2,004	1,772	7,264		Weight sold of fiber-based products and amount of renewable material for plastics
	Amount of sold plastics from renewable resources	**1,262 tonnes**	522	358	662	E5-4	
	Amount of recycled plastic materials (rPET)	**1,807 tonnes**	1,920	2,019	1,865	E5-4	Only rPET can be used for food packaging products. On top, rPET is only used for single-use plastics. The amount of single-use plastics is declining
	Percentage of recycled plastics materials (rPET) compared to total closed-loop recyclable plastic materials (PET + RPET)	**33%**	34%	41%	27%	E5-4	
	Percentage of recyclable materials used for packaging products vs non-recyclable materials for packaging products	**95%**	94%	94%	84%	E5-4	Based on revenue sold products
	Materials that are sourced from by-products or waste stream compared to total fiber based sourced products (food contact items)	**12%**	12%	22%	3%	E5-4	
Consumer health and Safety	Number of complaints received from consumers and/or end users during the reporting period	**65**	80	69	231	S4	

ESRS Qualitative Content

ESRS 2 GENERAL DISCLOSURES

DISCLOSURE REQUIREMENTS		PAGES	COMMENT
BASIS FOR PREPERATION			
BP-1	General basis for preparation of sustainability statements	1 About this report, 36-45 Sustainability approach	
BP-2	Disclosures in relation to specific circumstances	38-43 Double materiality	Short-, medium-, and long-term risks are incorporated into the full double materiality assessment.
GOVERNANCE			
GOV-1	The role of the administrative, management and supervisory bodies	51-53 Our governance framework and oversight	More information on our executive board is available at our parent company level: www.gategroup.com/corporate-affairs/mandatory-reporting
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	52-53 Integrated ESG team	
GOV-3	Integration of sustainability-related performance in incentive schemes	53 Leadership and ESG governance, 82 Performance and feedback	Members of the management team has personal ESG goals integrated into their performance targets
GOV-4	Statement on due diligence	38-43 Double materiality, 48-57 Governance, 84-85 /labor and human rights, 86-89 Sustainable procurement, 180-183 SDG mapping	
GOV-5	Risk management and internal controls over sustainability reporting	38-43 Double materialty, 51 Risk management across the organization, 52-53 Leadership and ESG governance, 56 ESG data governance and assurance	
STRATEGY			
SBM-1	Strategy, business model and value chain	22-35 About deSter, 44-45 Our value chain	
SBM-2	Interests and views of stakeholders	38-43 How the double materiality strengthens our approach + DMA report https://dester.com/sustainability/reports-and-documents/	
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	38-43 How the double materiality strengthens our approach.	We integrate sustainability into our strategy and operations
IMPACT, RISK AND OPPORTUNITY MANAGEMENT			
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	38-43 How the double materiality strengthens our approach	
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	38-43 How the double materiality strengthens our approach	

TOPICAL STANDARDS

ESRS E1 CLIMATE CHANGE			
GOV-3	Integration of sustainability-related performance in incentive schemes	53 Leadership and ESG governance, 82 Performance and feedback	No incentive schemes yet specifically defined on carbon reduction however overall EGS goals, which includes the reduction of carbon emissions, are integrated into management personal goals
E1-1	Transition plan for climate change mitigation	102-113 Actions taken and planned per scope, table with main actions to come on pg. 113	
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	38-43 How the double materiality strengthens our approach	
IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	38-43 How the double materiality strengthens our approach	
E1-2	Policies related to climate change mitigation and adaptation	94-95 Environmental management system, 188 List of policies	

ESRS Qualitative Content

DISCLOSURE REQUIREMENTS		PAGES	COMMENT
E1-3	Actions and resources in relation to climate change policies	102-113 Actions taken and planned per scope, table with main actions to come on pg. 113	
E1-4	Targets related to climate change mitigation and adaptation	98-99 Net-zero ambition	
E1-5	Energy consumption and mix	114-115 Energy, 162-163 Overview metrics energy	
E1-6	Gross scopes 1, 2 & 3 and total GHG emissions	100 Our scope 1,2 and 3 emissions, 162-163 Overview metrics greenhouse gas emissions	
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	N/A	Not applicable
E1-8	Internal carbon pricing	N/A	Not applicable
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	https://dester.com/sustainability/reports-and-documents/ Document Double Materiality Assessment	Potential financial risk and opportunities have been evaluated from 1 to 5, where 3 represented a financial impact of 1M EUR. Further details are not calculated (This information can be omitted for the first year of preparing sustainability statements)
ESRS E2 POLLUTION			
IRO-1	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	38-43 How the double materiality strengthens our approach	
E2-1	Policies related to pollution	94-95 Environmental management system, 188 List of policies	
E2-2	Actions and resources related to pollution	125 Key actions on pollution	
E2-3	Targets related to pollution	124 Our approach	
E2-4	Pollution of air, water and soil	120-121 Water management, 124-125 Pollution, 154-155 Goals and KPIs water and pollutions, 164-165 Metrics overview water and pollution	
E2-5	Substances of concern and substances of very high concern	122-123 Chemicals	We did not include an actual list of all substances
E2-6	Anticipated financial effects from material pollution related risks and opportunities	https://dester.com/sustainability/reports-and-documents/ Document Double Materiality Assessment	Potential financial risk and opportunities have been evaluated from 1 to 5, where 3 represented a financial impact of 1M EUR. Further details are not calculated (This information can be omitted for the first year of preparing sustainability statements)
ESRS E3 WATER AND MARINE RESOURCES			
IRO-1	Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	38-43 How the double materiality strengthens our approach	
E3-1	Policies related to water and marine resources	94-95 Environmental management system, 188 List of policies	
E3-2	Actions and resources related to water and marine resources	120-121 Actions on water management	
E3-3	Targets related to water and marine resources	120 Our approach water management	
E3-4	Water consumption	120-121 Water management, 154-155 Goals and KPIs water, 164-165 Metrics overview water	
E3-5	Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	https://dester.com/sustainability/reports-and-documents/ Document Double Materiality Assessment	Potential financial risk and opportunities have been evaluated from 1 to 5, where 3 represented a financial impact of 1M EUR. Further details are not calculated (This information can be omitted for the first year of preparing sustainability statements)
ESRS E4 · BIODIVERSITY AND ECOSYSTEMS			
E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	38-43 How the double materiality strengthens our approach, 98-113 Greenhouse gas emissions, 132-137 Product circularity, 138-141 Responsible resource use	Biodiversity has been integrated into Greenhouse gas emission reduction, Product circularity, Responsible resource use
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	38-43 How the double materiality strengthens our approach	
IRO-1	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks, dependencies and opportunities	38-43 How the double materiality strengthens our approach	

ESRS Qualitative Content

DISCLOSURE REQUIREMENTS		PAGES	COMMENT
E4-2	Policies related to biodiversity and ecosystem	94-95 Environmental management system, 188 List of policies	
E4-3	Actions and resources related to biodiversity and ecosystems	140-141 Using fiber and paper responsibly	
E4-4	Targets related to biodiversity and ecosystems	138-141 Responsible Resource Use	
E4-5	Impact metrics related to biodiversity and ecosystems change	138-141 Responsible Resource Use, 132-137 Product circularity, Goals and KPIs 156-157, Metrics overview 166-167	
E4-6	Anticipated financial effects from biodiversity and ecosystems-related risks and opportunities	https://dester.com/sustainability/reports-and-documents/ Document Double Materiality Assessment	Potential financial risk and opportunities have been evaluated from 1 to 5, where 3 represented a financial impact of 1M EUR. Further details are not calculated (This information can be omitted for the first year of preparing sustainability statements)
ESRS E5 RESOURCE USE AND CIRCULAR ECONOMY			
IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	38-43 How the double materiality strengthens our approach	
E5-1	Policies related to resource use and circular economy	94-95 Environmental management system, 188 List of policies	
E5-2	Actions and resources related to resource use and circular economy	132-137 Product circularity, 138-141 Responsible resource use	
E5-3	Targets related to resource use and circular economy	132-133 Circular economy targets, 138-141 Responsible resource use targets	
E5-4	Resource inflows	138-141 Responsible Resource Use	
E5-5	Resource outflows	132-137 Product circularity	
E5-6	Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	https://dester.com/sustainability/reports-and-documents/ Document Double Materiality Assessment	Potential financial risk and opportunities have been evaluated from 1 to 5, where 3 represented a financial impact of 1M EUR. Further details are not calculated (This information can be omitted for the first year of preparing sustainability statements)
ESRS S1 OWN WORKFORCE			
SBM-2	Interests and views of stakeholders	38-43 How the double materiality strengthens our approach + DMA report https://dester.com/sustainability/reports-and-documents/	
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	38-43 How the double materiality strengthens our approach, 64-73 People	We disclose information on all workforce members, the material impacts, both negative and positive and the description of activities leading to positive impacts and mitigation of risks including potential human rights risks
S1-1	Policies related to own workforce	188 List of policies	See full list of human rights policies
S1-2	Processes for engaging with own workers and workers' representatives about impacts	76-77 Employee engagement	We engage with employees and their representatives regularly and we take steps to understand and include perspectives of all deSter employees. We communicate in an accessible manner and ensure our workforce's perspectives inform our decisions and activities.
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	77 Channels for raising concerns, 84-85 Labor and human rights.	
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	64-85 People, 150-153 Goals and KPIs, 160-161 Overview metrics	Targets relating to our own workforce are set under the People section and the effects of our actions on these targets are measured through our KPIs.
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	64-85 People, 150-153 Goals and KPIs, 160-161 Overview metrics	Targets relating to our own workforce are set under the People section and the effects of our actions on these targets are measured through our KPIs.

ESRS Qualitative Content

DISCLOSURE REQUIREMENTS		PAGES	COMMENT
S1-6	Characteristics of the undertaking's employees	64-65 Our people, 150-153 People goals and KPIs	Employee data was compiled from currently available systems and aggregated by two representatives of the HR team with the supervision of the Vice-president of HR. Data is segregated by locations and regions where necessary
S1-7	Characteristics of non-employee workers in the undertaking's own workforce	N/A	N/A
S1-8	Collective bargaining coverage and social dialogue	76-77 Employee engagement	We follow all legal regulations concerning collective bargaining agreements. Employee representatives are elected by other employees and are regularly involved in two-way communication between management and workers. Some countries have different arrangements according to country-specific practices, traditions and local labor legislation.
S1-9	Diversity metrics	160-161 Metrics overview	
S1-10	Adequate wages	78 Living wage	Calculated for our own workforce
S1-11	Social protection	70-73 Well-being and work-life balance	We work with legal requirements on social protection in line with legislation in the European countries we operate in. These include access to health care and income support in cases of challenging life events - such as the loss of a job - being sick and requiring medical care, giving birth and raising a child, or needing a pension due to retirement.
S1-12	Persons with disabilities	N/A	Due to European General Data Protection Regulation (GDPR) legislation, we do not currently collect information on disabled employees. We will monitor EU level guidance on how to report on this topic whilst respecting both EU and local legislation.
S1-13	Training and skills development metrics	80-81 Training and development, 160-161 Metrics overview	
S1-14	Health and safety metrics	67-68 Health and Safety, 160-161 Metrics overview	
S1-15	Work-life balance metrics	70-73 Well-being and work-life balance, 160-161 Metrics overview	
S1-16	Compensation metrics (pay gap and total compensation)	78 Adjusted gender pay gap	Total compensation not included
S1-17	Incidents, complaints and severe human rights impacts	77 Whistleblower line, 160-161 Metrics overview	No severe human rights issues, or violations of UN Guiding Principles and OECD Guidelines. No complaints filed to National Contact Points for OECD Multinational Enterprises, and no material fines, penalties, or compensation for damages related to social and human rights violations.
ESRS S2 WORKERS IN THE VALUE CHAIN			
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	38-43 How the double materiality strengthens our approach, 86-89 Sustainable Procurement	
S2-1	Policies related to value chain workers	86-89 Sustainable Procurement/ visit our website www.dester.com/sustainability/reports/	We adhere to international standards such as the UN Guiding Principles, ILO Declaration on Fundamental Principles and Rights at Work, and OECD Guidelines for Multinational Enterprises. We recuire all suppliers to sign our supplier Code of Conduct. (CoC also available on our webiste)
S2-2	Processes for engaging with value chain workers about impacts	86-89 Sustainable Procurement	On-site audits where we evaluate impacts to workers within our value chain.
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	86-89 Sustainable Procurement	Corrective action plans. During on-site audit supplier employees are contacted. Wistleblower line also publicallly available.

ESRS Qualitative Content

DISCLOSURE REQUIREMENTS		PAGES	COMMENT
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	86-89 Sustainable Procurement	Process in place including risk analysis, supplier assessment, on-site audits and corrective action plans
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	86-89 Sustainable Procurement	
ESRS S4 CONSUMERS AND END-USERS			
SBM-2	Interests and views of stakeholders	38-43 How the double materiality strengthens our approach + DMA report https://dester.com/sustainability/reports-and-documents/	
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	38-43 How the double materiality strengthens our approach, 142-143 Consumer and end-users	Product safety and quality, user experience improvements
S4-1	Policies related to consumers and end-users	142-143 Consumer Health and Safety Approach, 188 List of Policies	
S4-2	Processes for engaging with consumers and end-users about impacts	38-43 How the double materiality strengthens our approach + DMA report https://dester.com/sustainability/reports-and-documents/, 142-143 Consumer health and safety	Engagement via our customers (As we are a B2B business) through consumer testing, complaints procedure or potentially via our Integrity line
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	142-143 Consumer health and safety	Issues raised through Integrity line or quality complaints are tracked, and regularly assessed to mprove our consumer relations and maintain trust.
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	142-143 Consumer health and safety	
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	142-143 Consumer health and safety	
ESRS G1 CONDUCT			
GOV-1	The role of the administrative, supervisory and management bodies	52-53 Our governance framework and oversight	www.gategroup.com/corporate-affairs/mandatory-reporting/
G1-1	Corporate culture and business conduct policies and corporate culture	52-53 Our governance framework and oversight	
G1-2	Management of relationships with suppliers	86-89 Sustainanle procurement	
G1-3	Prevention and detection of corruption and bribery	54-55 Anti-Corruption	We have strong measures to prevent, detect, and address corruption or bribery. An independent committee investigates allegations, ensuring unbiased reviews. We clearly communicate our anti-corruption policies and offer extensive training, covering all at-risk functions and including management.
G1-4	Confirmed incidents of corruption or bribery	54-55 Anti-Corruption, 158-159 Human rights and ethics KPIs	No incidents on corruption or bribery

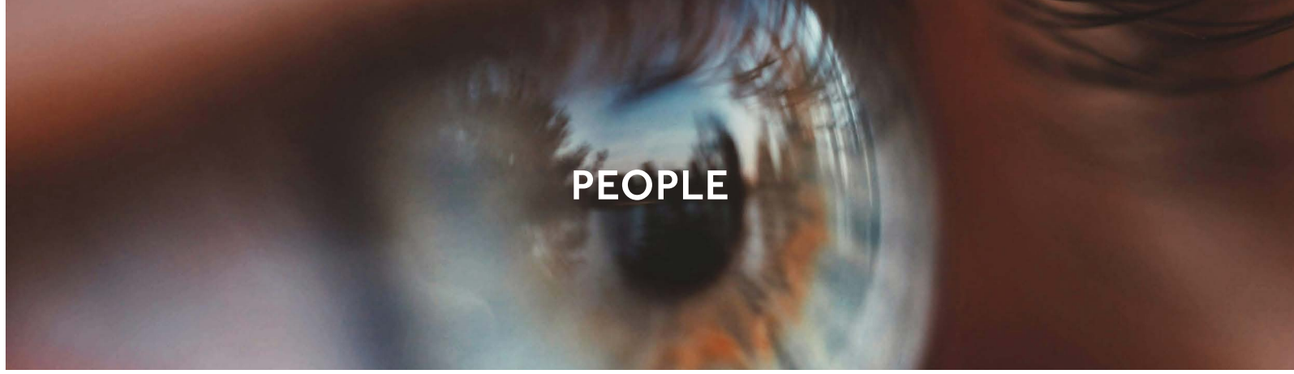
UN GLOBAL COMPACT QUALITATIVE CONTENT

PRINCIPLE	REQUIREMENT	RELEVANT SECTIONS
HUMAN RIGHTS		
1. Promote and respect the protection of international human rights law.	Implement policies that respect human rights; conduct due diligence to identify, prevent, and mitigate human rights abuses.	List of policies pg. 188 ; Labor and Human Rights 84-85, Sustainable Procurement 86-89 ; People approach and actions pgs. 59-89
2. Take care not to be complicit in human rights violations.	Avoid involvement in human rights abuses; ensure that business operations do not contribute to such abuses.	Ethics and compliance pgs. 54-56, List of policies pg. 188 ; Labor and Human Rights 84-85, Sustainable Procurement 86-89 ; People approach and actions pgs. 59-89
INTERNATIONAL LABOR STANDARDS		
3. Respect freedom of association and recognize the right to collective bargaining.	Respect employees' rights to join unions and bargain collectively; ensure that these rights are protected.	Employee engagement pgs. 76-77 ; List of policies pg. 188
4. Contribute to the elimination of all forms of forced or compulsory labor.	Prohibit forced labor in all operations and supply chains; conduct regular audits to ensure compliance.	List of policies pg. 188 ; Labor and Human Rights 84-85, Sustainable Procurement 86-89 ; People approach and actions pgs. 59-89
5. Contribute to the effective abolition of child labor.	Implement strict policies against child labor; monitor and audit operations and supply chains to ensure no child labor is used.	List of policies pg. 188 ; Labor and Human Rights 84-85, Sustainable Procurement 86-89 ; People approach and actions pgs. 59-89
6. Contribute to the elimination of discrimination in employment and occupation.	Promote equal opportunity and diversity; prevent discrimination in hiring, employment, and occupation.	List of policies pg. 188, Diversity, equity and inclusion pgs. 77-79
ENVIRONMENT		
7. Apply the precautionary approach to environmental challenges.	Implement environmental risk management practices; take preventive measures to avoid environmental damage.	Planet pgs. 90-125
8. Take initiatives to promote greater environmental responsibility.	Develop and implement initiatives to enhance environmental responsibility.	pgs. 90-125
9. Promote the development and diffusion of environmentally friendly technologies.	Invest in and promote the use of environmentally friendly technologies.	pgs. 126-143
ANTI-CORRUPTION		
10. Act against corruption in all its forms, including extortion and bribery.	Implement strong anti-corruption policies and practices; ensure transparent operations.	List of policies pg. 188, Anti-corruption, sanctions and due diligence pgs. 77-78

United Nations Global Compact

DETAILS ON OUR SELECTED SDGS

The UN lists 17 Sustainable Development Goals (SDGs). From this, we selected 12 SDGs that align with our goals, create the most impact, and are relevant to our industry.



SDG PRIORITY GOALS

3. Ensure healthy lives and promote well-being for all at all ages

5. Achieve gender equality and empower all women and girls

8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

10. Reduce inequality within and among countries

KEY SDG BUSINESS THEMES FOR DESTER

- Occupational health and safety
- Equal remuneration for women and men
- Diversity and equal opportunity
- Workplace violence and harassment
- Women in leadership
- Employment
- Economic inclusion
- Non-discrimination
- Capacity buillding
- Availability of a skilled workforce
- Elimination of forced or compulsory labor

DESTER'S STRATEGIC CONTRIBUTIONS TO THE SDGS

BE A GREAT PLACE 2 WORK

This includes commitments to Diversity, Equity and Inclusion (including gender pay gap closure), anti-discrimination and anti-harassment, career management (e.g. training and development), working conditions (e.g. well-being, recruitment, onboarding, living wage), abolition of child and forced labor, social dialogue and commitments on health and safety.

We continuously improve our human rights and ethics practices, guided by risk assessments and through external audits conducted on our company by independent partners.

Grow a committed sustainable supply chain
It involves assessing social risks (e.g., working conditions, health and safety) and environmental risks (e.g., pollution, GHG emissions), along with supplier self-assessments and on-site audits.

Actively contribute to local communities
Engage with local communities near our global offices on social and environmental related aspects with a focus on plastic waste reduction.

PLANET

PRODUCT

SDG PRIORITY GOALS

6. Ensure availability and sustainable management of water and sanitation for all

7. Ensure access to affordable, reliable, sustainable and modern energy for all

13. Take urgent action to combat climate change and its impacts

KEY SDG BUSINESS THEMES FOR DESTER

- Improved water quality through effluent treatment
- Improved water efficiency through application of 5R principles: reduce, reuse, recover, recycle, replenish
- Protection of water-related ecosystems and biodiversity
- Renewable energy
- Energy efficiency
- Infrastructure investments
- Environmental investments
- GHG emissions
- Risks and opportunities due to climate change

DESTER'S STRATEGIC GOALS CONTRIBUTING TO THE SDGs GOALS

REACH NET-ZERO CARBON

2030
Reduce absolute scope 1 and 2 GHG emissions by 90% from our 2019 baseline*

Reduce absolute scope 3 GHG emissions by 55% from our 2019 baseline*

2050
Reach net-zero carbon across our value chain (scope 1,2, and 3)*

See official SBTi target wording on page 99

Avoid operational waste and prioritize recycling

2030
Achieve Net-zero waste to landfill

Achieve 80% recycled waste

Manage water use and avoid pollution

2030
Reach site-specific water reduction targets for relevant locations

SDG PRIORITY GOALS

9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

12. Ensure sustainable consumption and production patterns

14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development

15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss

17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

KEY SDG BUSINESS THEMES FOR DESTER

- Environmental investments
- Research and development
- Infrastructure investments
- Sustainable sourcing
- Resource efficiency of products and services
- Materials recycling
- Procurement practices
- Product and service information and labeling
- Marine biodiversity
- Ocean acidification
- Spills
- Water discharge to oceans
- Deforestation and forest degradation
- Land remediation
- Landscapes forest management and fiber sourcing
- Natural habit degradation
- Enhance the global partnership for sustainable development
- Encourage companies to adopt sustainable practices

DESTER'S STRATEGIC GOALS CONTRIBUTING TO THE SDGs GOALS

Since 2020 we only launch new products that are reusable, compostable or recyclable

2026
Ensure all fiber-based products are PFAS-free

2030
Ensure 100% of products are reusable, compostable or recyclable

Phase out polystyrene items

Food-contact products: Source 80% of paper, wood and fiber from sustainably managed forests

Non-food-contact products: Achieve 40% recycled fiber content

2035
Phase out single-use aluminum items

2040
Achieve a zero-waste product portfolio, with every product sold having a confirmed circular end-of-life solution

Annually
Support customers in reducing their carbon footprint via more sustainable product choices

Phase out unnecessary single-use plastics

Continue increasing the use of bio-based plastics

BRCGS A rating for all sites
Keep complaints under 0.2 per 1,000 production hours

AUDITS & CERTIFICATIONS

	deSter BV, HGS*	deSter Co. Ltd., PRB*	deSter Co, LIM*	Nupik by deSter, BCN*
QUALITY AND PRODUCT SAFETY				
BRCGS Issue 7	A+ grade	AA grade	AA+grade	
BRCGS Food Safety Issue 8	A+ grade	AA+grade		
BRCGS Global Standard for Consumer Products Issue 4				C grade
Bio Sugar	✓			
FSC Chain-of-custody	✓	✓		✓
PEFC				✓
ISCC PLUS	✓	✓		
Flustix				✓
Home OK Compost Mark	✓			✓
Food and Drug Administration (USA)	✓ (registration)	✓ (registration)	✓	
FAVV (Federaal Agentschap voor de veiligheid van de voedselketen) Food Safety Audit	✓			
EFSA (European Food Safety Authority) approval for deSter's closed loop recycling concept	✓			
CE-532 EU production	✓			✓
NSF conformity quality and food approval food packaging	✓			
HACCP	✓	✓	✓	✓
GMP	✓	✓	✓	✓
REACH	✓	✓	✓	✓
RoHS	✓	✓	✓	✓

	deSter BV, HGS*	deSter Co. Ltd., PRB*	deSter Co, LIM*	Nupik by deSter, BCN*
ENVIRONMENT				
ISO 14001:2015	✓	✓	✓	✓
Energy Audit	✓ (2025)			
Noise Audit	✓ (2018)	✓	✓	
Water analysis	✓ (waste, cooling and tap water)	✓ (waste -water and specific lines)		
Air quality			✓	
Greenhouse gas emissions verification	✓	✓	✓	✓
WORKING CONDITIONS EMPLOYEES				
Thai Labor Standard (TLS8001-2020)		✓		
Health and Safety Audit (IDEWE)	✓			
ISO 45001:2018 Health and Safety	✓			✓
Periodic technical controls	✓	✓		✓
COMBINATION OF TOPICS				
Supplier Workforce Audit	✓	✓	✓	
SMETA Sedex	4 pillar	4 pillar	4 pillar	2 pillar
ISO 9001:2015		✓		✓
Unemployment audit State of Ohio			✓	
GDPR	✓			✓

*Hoogstraten, Belgium = HGS | Prachinburi, Thailand = PRB | Lima, Ohio, USA = LIM | Barcelona, Spain = BCN

DESIGN & SUSTAINABILITY AWARDS

Year	Entity	Award	Product	International Awards	Industry Awards	Sustain -ability related
2023	deSter	EcoVadis Gold 2023				✓
2023	deSter	Packathon Albert Hein (Winner of sustainability (Award)	A reusable resealable packaging for ready meals made smart through a digital deposit system.			✓
2023	deSter	German Design Award Excellent Product Design – Eco Design	Etihad airways - Reusable main cabin set-up			✓
2023	deSter	German Design Award Excellent Product Design – Eco Design	Paper Board cutlery			✓
2023	deSter	German Design Award Bento Box - Excellent Product Design – Tabletop	Business class new concept	✓		
2024	deSter	World Travel Catering & Onboard Services Expo 2024	TravelPlus Business Class: Sleeper Suit / PJs Award for innovative Condor Business Class Sleepwear		✓	
2024	deSter	World Travel Catering & Onboard Services Expo 2024	TravelPlus Premium Economy: Bag / Kit Award for the KLM Amenity Kit		✓	
2024	deSter	World Travel Catering & Onboard Services Expo 2024	TravelPlus Reader Award for the Discover Airlines Business Class Amenity Kit.		✓	
2024	deSter	World Travel Catering & Onboard Services Expo 2024	TravelPlus Business Class Tableware Award for Finnair Kuulas Tableware.		✓	
2024	deSter	Onboard Hospitality Award	Trendsetter of the year award for Fully Reusable and Recyclable Economy Dining Tableware specially designed for Etihad Airways		✓	✓
2024	deSter	ESG Transparency Award				✓
2024	deSter	Ecovadis Platinum 2024				✓

Year	Entity	Award	Product	International Awards	Industry Awards	Sustain -ability related
2025	**deSter**	**Onboard Hospitality Award**	**Lufthansa Children's Amenity Kit by deSter**		✓	
2025	**deSter**	**Red Dot**	**Etihad Fully Reusable and Recyclable Economy Dining Tableware**	✓		
2025	**deSter**	**Travel Plus Award**	**Lufthansa Children's Amenity Kit by deSter**		✓	
2025	**deSter**	**PAX International**	**Lufthansa Children's Amenity Kit by deSter**		✓	
2025	**deSter**	**PAX International**	**Lufthansa 1st Class Amenity Kit**		✓	
2025	**deSter**	**ESG Transparency Award: Excellence class**				✓
2025	**deSter**	**Ecovadis platinum 2025**				✓
2026	deSter	TravelPlus	ANA Business Class Amenity Kit - Asia		✓	
2026	deSter	TravelPlus	STARLUX Ecoconomy Class Blanket for Economy/Premium Economy Class Bedding/Soft Products - Asia		✓	
2026	deSter	PAX International	Riyadh Air Premium Class Economy tableware		✓	
2026	deSter	PAX International	Saudia Business Class tableware		✓	
2026	deSter	PAX International	ANA First Class kit		✓	
2026	deSter	PAX International	ANA Business Class - highly commended in program category		✓	
2026	deSter	BIG SEE Product Design Award 2026	Etihad Fully Reusable and Recyclable Economy Dining Tableware	✓		

LIST OF POLICIES

Environment

- Global Environmental Policy (operational and product-related)

Social

- Bullying and Harassment in the Workplace
- Career Management
- Child Labor
- Diversity and Inclusion
- Fair Compensation and Living wage
- Forced Labor
- Human Rights
- Occupational Health and Safety
- Recruitment and Selection
- Respecting and complying with Labor Standards
- Social Dialogue
- Sustainable Procurement
- Training Development
- Working from Home

Governance

- Code of Conduct
- Anti-Corruption and Anti-Bribery
- Anti-money Laundering
- Anti-trust
- Fair dealing with Business Partners
- Conflicts of Interest
- Competition Policy
- Group Cash and Bank Account & Relationship Management
- Global Security Standard
- Information Security and data privacy
- AI Policy
- IT Acceptable Use
- Global Sanctions
- Integrity Line

DEFINITIONS & ABBREVIATIONS

deSter manufacturing locations:

- Hoogstraten, Belgium = HGS
- Prachinburi, Thailand = PRB
- Lima, Ohio, USA = LIM
- Barcelona, Spain = BCN (Nupik by deSter) – acquired in Feb 2024

deSter offices:

- Frankfurt, Germany
- Amsterdam, Netherlands
- Atlanta, Georgia, USA
- Bangkok, Thailand
- Chicago, Illinois, USA
- Dubai, United Arab Emirates
- Hong Kong, SAR of the PRC
- Shanghai, PRC

AI = artificial intelligence

CDP = Carbon Disclosure Project = global non-profit organization that runs a disclosure system for companies, cities, and governments to measure and manage their environmental impact.

Closed loop recycling = a specific way of recycling, where a product at its end of life is grinded and the material is put into a newly produced, similar item, and so reusing the material from that original item to create a new, similar item.

CO_2e = carbon dioxide equivalent = all greenhouse gas emission converted to the value in CO_2 to account for their contribution to global warming. Ensures the impact on climate change can be compared more easily.

CSDDD = Corporate sustainability due diligence = upcoming European legislation

CSRD = Corporate Sustainable Reporting Directive = new European legislation that requires large companies and listed SMEs to publish regular reports on their environmental and social impact activities.

DE&I / DEI = diversity, equity, and inclusion

Degree days = measure of temperature deviation from a baseline, used to estimate energy demand for heating or cooling. A degree day compares the mean (the average of the high and low) outdoor temperatures recorded for a location to a standard temperature. The more extreme the outside temperature, the higher the number of degree days.

DMA = double materiality assessment

DoC = Declaration of Compliance

Ecoinvent = a database for life cycle inventory (LCI) and emission factor (EF) data, widely used in life cycle assessment (LCA) to evaluate the environmental impact of products and processes. It provides high-quality, transparent, and consistent data on energy use, emissions, material flows, and waste for various industries.

EF = emission factor, for greenhouse gas emission calculations

EMS = environmental management system

ESG = Environmental – Social – Governance = the framework deSter uses to integrate sustainability into our organization's strategy. The goal is to expand our objectives and manage risks related to social and environmental topics. Our ESG framework consists of three focus areas: People (taking care of our employees, customers, suppliers, and communities surrounding us), Planet (strive for Net-zero Carbon and reduce waste) and Product (focus on circular economy and responsible resource use).

ESPR = Eco-Design for Sustainable Products Regulation

ESRS = European Sustainability Reporting Standards = Companies subject to the CSRD will have to report according to European Sustainability Reporting Standards (ESRS). The standards were developed by the EFRAG, previously known as the European Financial Reporting Advisory Group,

an independent body bringing together various stakeholders. There are different ESRS standards, ESRS E1 – E5 are related to environmental matters, discussed in this policy.

EUDR = European Deforestation Regulation

EUTR = European Timber Regulation

FSC = Forest Stewardship Council = The Forest Stewardship Council sets standards for responsible forest management. It is a voluntary program that uses the power of the marketplace to protect forests for future generations. Their standards include protection of water quality, prevent loss of natural forest, prohibit harvest of rare old-growth forest, and prohibit highly hazardous chemicals.[1]

GHG = greenhouse gas

GHG protocol = Green House Gas protocol = a partnership between World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) that establishes comprehensive global standardized frameworks to measure and manage greenhouse gas emissions from private and public sector operations, value chains and mitigation actions.[2]

GoO = Guarantees of Origin = are electronic certificates that verify the renewable origin of electricity. They provide transparency in the electricity market by ensuring that a specific amount of energy was generated from renewable sources, such as wind, solar, or hydro power.

GPG = gender pay gap

GWP = global warming potential

HSE = Health, Safety and Environment

IPCC = Intergovernmental Panel on Climate Change

ISCC PLUS = ISCC PLUS certification is a voluntary scheme that is applicable for the bioeconomy and circular economy for different materials,

such as chemicals, plastics, packaging, and renewable feedstock derived from a process using renewable energy sources. The ISCC PLUS for plastics is based upon mass balances of renewable or recycled resources in products. This is verified and traced across the entire value chain.

KPI = key performance indicator

LTI = lost time injury = a work-related incident that prevents an employee from performing their regular job duties for at least one full scheduled shift or workday after the day of the injury

LTIFR = lost time injury frequency rate = number of working days lost due to work related injuries divided by working hours

LTISR = lost time injury severity rate = LTI divided by working hours

LTM = Leadership Team of deSter

Net-zero Carbon = reduce carbon emissions as much as possible and offset any lasting carbon emissions in projects that take this amount of greenhouse gasses out the atmosphere. So, net-zero is reached when the amount of carbon emissions is at a minimum level and no more is added than the amount taken away.

Net-zero Waste = reduce, reuse, recycle, compost, or recover solid waste streams (except for hazardous and medical waste) to convert them to valuable resources with zero solid waste sent to landfills or burning and with no releases to land, water, or air that threaten the environment or human health.

Nox = nitrogen oxides = gases made of nitrogen and oxygen atoms. They contribute to the problem of air pollution, playing roles in the formation of both smog and acid rain.[3]

OCS = Operation Clean Sweep = international program that prevents the loss of plastic granules (pellets, flakes and powders) during handling by various entities in the plastics value chain. The organization focuses on preventing plastic pellets from entering waterways and harming wildlife and ecosystems. The goal is to achieve zero pellet loss by handling and disposing of pellets correctly during the industrial processes.

OHS&S / OHS = occupational health and safety

Organic composting = the resources return to soil as nutrition for something new. With organic composting we focus on home composting and specifically do not focus on industrial composting or the use of industrial compostable materials.

PA&P = Personal Appraisal and Planning = yearly process of employee evaluation, based on set objectives and feedback. This is a groupwide process.

PBC = paper board cutlery

PFAS = Per- and polyfluoroalkyl substances

PPE = personal protective equipment

PPWR = European Packaging & Packaging Waste Regulation

Program for Endorsement of Forest Certification Schemes = PEFC = an international, non-profit, non-governmental organization which promotes sustainable forest management through independent third-party certification. Forest certification provides a mechanism to promote the sustainable management of our forests and ensures that forest-based products reaching the marketplace have been sourced from sustainably managed forests.[4]

PS = polystyrene

QSR = quick service restaurants

R&D team = research and development department deSter

REACH = Regulation for Registration, Evaluation, Authorization and Restriction of Chemicals.[5]

Recycling = material is recovered and used again.

RFID = Radio Frequency Identification

rPET = recycled PET

SBTi = Science Based Targets initiative = global body enabling businesses to set ambitious emissions reductions targets in line with the latest climate science. It is focused on accelerating companies across the world to halve emissions before 2030 and achieve net-zero emissions before 2050. The initiative is a collaboration between CDP (Carbon Disclosure Project), the United Nations Global Compact, World Resources Institute (WRI) and the World

Wide Fund for Nature (WWF) and is one of the We Mean Business Coalition commitments.[6]

Scope 1 emissions = direct GHG emissions from operations that are owned or controlled by deSter, like fuel combustion and the use of refrigerants on site.[3]

Scope 2 emissions = GHG emissions from the generation of purchased or acquired electricity, steam, heating, or cooling consumed by deSter.[3]

Scope 3 emissions = all indirect GHG emissions (not included in scope 2) that occur in the value chain of the deSter, including both upstream and downstream emissions.[7]

SDG = Sustainable Development Goals = Universal call to action by UN (United Nations) started in 2015 to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity

Sox = sulfur oxides = group of molecules made up out of sulfur and oxide. They are pollutants that contribute to the formation of acid rain, as well as particulate pollution.[8]

SUPD = Single Use Packaging Directive

Tonne = metric measurement = 1,000 kilograms = 1,000,000 grams

UNCG = United Nations Global Compact

VMSE = Voluntary Sustainability Reporting Standard for SMEs

VOC = volatile chemical compound = compounds that have a high vapor pressure and low water solubility. They are emitted as gases from certain solids or liquids. VOCs include a variety of chemicals, some of which may have short- and long-term adverse health effects.9

WMF = wet molder fiber

Site in Lima

[1] Home (fsc.org)
[2] About Us | Greenhouse Gas Protocol (ghgprotocol.org)
[3] Nitrogen Oxides | Center for Science Education (ucar.edu)
[4] PEFC - Programme for the Endorsement of Forest Certification
[5] REACH — Regulation for Registration, Evaluation, Authorisation and Restriction of Chemicals | Safety and health at work EU-OSHA (europa.eu)
[6] About Us - Science Based Targets (sciencebasedtargets.org/)
[7] Corporate Value Chain (Scope 3) Standard | Greenhouse Gas Protocol (ghgprotocol.org)
[8] Sulfur Oxides | Center for Science Education (ucar.edu)
[9] What are volatile organic compounds (VOCs)? | US EPA

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